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ABSTRACT

The Day Care Neighbor Service makes it possible to provide social service at the neighborhood level where working mothers, without benefit of any social agency, make private and informal day care arrangements with neighborhood sitters. It makes use of a social work consultant to find the key individual in each neighborhood who is already informally helping her neighbors to make day care arrangements. The aim of the Service is to contribute to the quality and stability of these private family day care arrangements. This booklet describes the Service methods and techniques of intervention which are based on a subtle form of social work consultation. Also examined are critical issues and problems an innovator might encounter in establishing a similar program. The sharp focus of the Service, as well as its economy, recommend it as an adjunct of day care programs wherever private family day care arrangements are sought. (WY)

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THE DAY CARE NEIGHBOR SERVICE: A HANDBOOK FOR THE ORGANIZATION AND OPERATION OF A NEW APPROACH TO FAMILY DAY CARE

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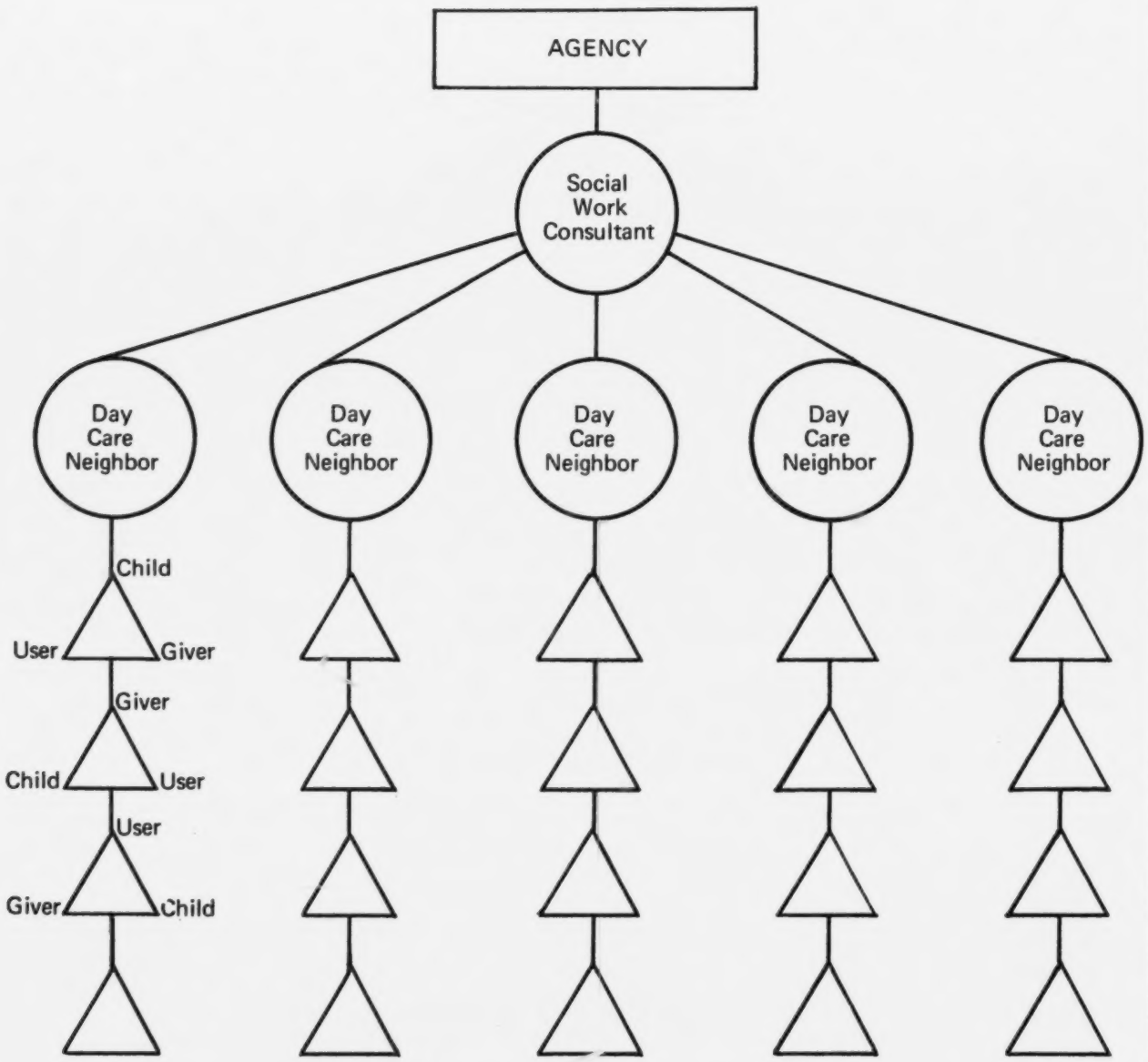
Portland, Oregon

Tri-County Community Council

1969

THE STRUCTURE OF THE DAY CARE NEIGHBOR SERVICE



Each triangle represents relationships among the day care giver, the day care user (the child's mother), and a child. The Day Care Neighbor is linked to all of the relationships within each triad.

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PREFACE

The authors of this Handbook, Alice Collins and Eunice Watson, have invented a new form of social service which is called The Day Care Neighbor Service. The Service makes it possible to intervene at the neighborhood level where working mothers privately and informally, and without the benefit of any social agency, make day care arrangements with neighborhood sitters. They are among the 90 percent or more of the working mother population who do not utilize organized day care programs. The aim of the Service is to facilitate the making of these private family day care arrangements in such a way as to contribute to their quality and stability.

The authors have developed and refined a method and techniques of intervention based on a subtle form of social work consultation. In a creative use of social work skills the authors avoided working directly with the mothers or sitters by providing consultation to "Day Care Neighbors" who in turn are the primary actors in influencing the way in which mothers and sitters make day care arrangements. The Day Care Neighbor role was itself a discovery of the authors. In each neighborhood these women may be found helping mothers and sitters--the users and givers of family day care--to find each other and to make satisfactory arrangements.

The Handbook describes how to discover these Day Care Neighbors in new neighborhoods and how to work with them. The authors have developed a replicable method, the feasibility of which has been demonstrated under varying conditions--that is, in different areas of Portland under different auspices and involving different staff. Further testing of the feasibility of the Day Care Neighbor Service must await operation on a larger scale, and a definitive evaluation of the effectiveness of the Service in improving the quality of care for children must await replication under yet new conditions. Although much remains to be done in evaluating the Day Care Neighbor Service, I believe that the innovation is sufficiently well developed to justify commending it for the use of others who may wish to share in the process of replicating and evaluating the Service. It is in this spirit that the Handbook has been written.

The Handbook is a response to the question, "How do you do it?" The authors have described how it can be done, and, with some richness of detail, they have described the problems one might encounter in the process. They have examined the issues and developed principles that could guide one in making new practical tests of the ideas involved. The Handbook makes it possible to consider whether the idea of the Day Care Neighbor Service is applicable to other situations, and to profit from the experience of Collins and Watson in trying it out.

It is important to point out that the Day Care Neighbor Service was developed as part of a program of research and itself played an important role in facilitating basic behavioral research concerning working mothers and their use of day care resources. Since the Day Care Neighbors knew when arrangements were being made in their particular localities, the communication network of the Service supplied a source of sample for the research in which the social interaction between mothers

and sitters could be studied. The aim of the study was to identify the sources of stability and instability that characterize different types of family day care arrangements. Concerned with the problem of discontinuity of day care for children under six years of age, the research attempts to describe the mechanisms of formation, maintenance, and termination of arrangements and to predict the duration of arrangements from characteristics of working mothers, sitters, and their social interaction studied over time.

In the perspective of this research, which is still in process, the Day Care Neighbor Service may be seen as offering a sharply focused instrument designed to provide a missing element in the day care process. A family day care arrangement is primarily dependent upon a contractual and personal arrangement between a working mother and her sitter, but the arrangement also owes its sometimes precarious existence to the adjustment of the child and to external social supports. Most easily created in the first place with the matchmaking help of a third-party intermediary, the arrangement may remain inherently unstable without help in the selection process and without continued support for the maintenance of the relationships involved. The kind of third-party support that may be necessary to initiate and stabilize family day care arrangements cannot be taken for granted however, and may itself be strengthened through the consultation process provided by the Day Care Neighbor Service.

If these assumptions are valid, then the Day Care Neighbor Service offers an innovative instrument of change. Certainly it reaches systems of behavior that have been relatively inaccessible to organized day care programs. It operates on a principle of making maximum use of the least effort necessary to strengthen ongoing social processes without disturbing the informal neighborhood status of the behavior involved. Naturally, such an indirect instrument of change has limited objectives, but the effects, while modest, are not insignificant considering the economy of the intervention effort. The sharp focus of the Service, as well as its economy, recommend it as an adjunct of day care programs, which will permit agencies to reach beyond their organizational boundaries to influence the larger target population of families who make supplemental child care arrangements of many kinds.

Arthur C. Emlen

CHAPTER ONE

WHAT THE DAY CARE NEIGHBOR SERVICE IS

The Day Care Neighbor Service is a way of improving the quality and quantity of day care for children who are being cared for in the homes of non-relatives. It makes use of a social work consultant to find the key individual in each neighborhood who is already informally helping her neighbors to make day care arrangements. These may be women who want day care for their children or who want children to care for. The social work consultant assists these key individuals - called Day Care Neighbors - to become active: in recruiting more and better day care givers; in matching givers and users who will be compatible and helpful to the children; and in maintaining good arrangements which might otherwise terminate. The social work consultant confines her contacts to twelve to fifteen Day Care Neighbors who in turn have contacts with fifty to seventy-five families a year. Central to the service is its focus on helping home-centered individuals who are already performing a neighborhood service to continue in their chosen natural role with a higher degree of success.

The Day Care Neighbor Service is built around people like Mrs. Smith:

> Mrs. Smith's children are in their early teens. She no longer is busy all the time in keeping house and looking after them but she feels that she should be at home when they are and besides she likes her home and has no special job skills or career goals. Her husband prefers for her to be home too. She does have an interest in helping others and is especially interested in children. She has always been a kind of babysitting resource for her friends. Mrs. Smith is likely to "watch the children" when a neighbor has a beauty or medical appointment or wants to do a few hours shopping. Even when it isn't done planfully, there are always extra children in and out of the house. Neighbors drop in on Mrs. Smith, too, for a cup of coffee or a chat about the good and the bad things that are going on at home; to use the washing machine when theirs has broken down or to get a new recipe or describe a successful one.
>
> Once or twice, when a neighbor has gone on a trip or there has been serious and prolonged illness in a neighbor's family, Mrs. Smith has made a regular arrangement to look after a young child every day and been paid for it. Now, when the increased costs of teenage clothes, parties and so on put some strain on the family budget, she wonders if she could pick up some extra money by daily babysitting for one or two children. This would bring in a little income, let her remain at home, avoid the expenses attached to going out to work, and do some good for children, whom she enjoys for themselves.
>
> Meeting license requirements is no problem for Mrs. Smith and almost as soon as she has her license she is beseiged by people

who want her to look after their children. In no time at all, she finds herself babysitting every day for a two year old of a friend who has returned to nursing and the four year old of another who, having just been divorced, is taking secretarial training. The fact that she now is an "official" babysitter becomes known with amazing rapidity over the neighborhood grapevine. The nurse tells the dietitian at the hospital whose sister-in-law is looking for someone. A neighbor mentions it to a friend who is dissatisfied with her present arrangement. Soon, Mrs. Smith begins to get requests for care for children of strangers as well as for those of friends.

She wants to go on carrying on her life as she always has, taking the children along when she goes to the store or does other errands and treating them as she treated her own little children. She is not a trained nursery school teacher nor does she want to be one, so she really does not want to take any more children although she is very cognizant of the position of their parents and their need for help. Cherie Jones, for example, is on AFDC and wants desperately to take training as a beautician so that she can become financially independent. She is only nineteen and has two very little children. Her husband has deserted her. Obviously, the children need home life experience and from the way Cherie talks, she could use a sympathetic older woman to talk to and get some advice from too.

Then there are the Brown boys in first and second grade. They get out of school two hours before their parents get home from work and it is amazing how much trouble they get into in the neighborhood because they are at loose ends and really too young to be left alone. Only last week, at the PTA meeting, the principal stated that there are entirely too many children appearing at the school as early as seven or seven-thirty. The school can provide no supervision and the children are getting into difficulties which may become quite serious.

Since she began babysitting, a number of Mrs. Smith's friends and acquaintances have remarked, "I wouldn't mind taking on a couple of kids myself if I knew how to do it." So, when Mrs. Smith begins to think about how to help someone she cannot or does not want to babysit for, she may put her in touch with a friend who has said she would be interested in giving care.

She may also find new babysitters. For instance, there is elderly Mrs. Grant down the street who is still very brisk and energetic, but lonely since the death of her husband. Like many elderly people, she gets up very early and has her small amount of housework all finished and a long empty day ahead of her by breakfast time. What about getting her to give the first and second grade boys breakfast and a send-off to school, since their mother has to be at work in the plant cafeteria by seven o'clock? Without realizing it, or doing it in any formal sense, Mrs. Smith becomes a kind of day care exchange in the neighborhood

as well as widening the circle of people to whom she gives advice and emotional support and the benefit of her interest and experience with children.

In the initial phase of our project to demonstrate a new kind of family day care service,[1] studies and observation of people like Mrs. Smith convinced us that they exist in almost all neighborhoods where there are young families with children. National figures told us that non-relative family care - the care of children in the homes of unrelated women - was the kind of care most widely used by working women who had their children cared for away from home. So widely used, in fact, that people accepted it as "just babysitting" rather than as a service such as day nursery care. There were many possible reasons why it was so belittled. We inclined to believe that its resemblance to the kind of extended family care that was given when people lived closer to their own families in tightly knit neighborhoods was a major factor. Reciprocal services were part of family life then, carried on at home with no special training or facilities. In our society such activities have little status even when they are paid.

Most of the time Mrs. Smith and her counterparts were well able to match givers and users, find and persuade new people to give needed day care, and provide the listening ear and the peacemaking word that might keep an arrangement going which would otherwise break up over minor misunderstandings. At other times, it was apparent that there were difficulties that needed professional attention. These usually involved very young children and seemed to offer unique opportunities for preventing later difficulties.

The studies that had opened our eyes to the way in which certain individuals function as informal exchange agents in neighborhoods also alerted us to the tremendous number of such arrangements which were initiated, broken, and remade almost daily. We recognized, somewhat painfully, that it was extremely difficult to judge the quality of care a child would receive from our customary position as social workers in a central agency. We recognized that neighbors without professional training were indeed in a better position to make such judgments than we were.

We saw, too, that there was a greater need of good quality day care arrangements than we had deduced even from the very large figures of official estimates. At the same time, we acknowledged that traditional means of filling the need were impractical not only in terms of available professional time and financing but in the kind of on-the-spot support with all aspects of family day care arrangements that people like Mrs. Smith could find and sustain much more successfully than we could.

There seemed to us to be the possibility that if we could find and recruit people like Mrs. Smith we could join them, contributing our professional skills to their natural neighborly ones, and supporting their

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[1]Day Care Exchange Project, Children's Bureau Child Welfare and Demonstration Grants Program, D-135

ability to recruit, match and maintain day care arrangements. Together we could make a useful team which could improve the day care for many children whom neither of us alone would be able to help. The Day Care Neighbor Service was developed and has been carried on for the past four years as such a cooperative undertaking with as many as fourteen Day Care Neighbors.

CHAPTER TWO

PLANNING THE ORGANIZATION OF A DAY CARE NEIGHBOR SERVICE

The following pages are written as the result of our experience with the development and operation of a Day Care Neighbor Service. For the sake of brevity, a how-to-do-it approach is used which may seem to imply that we believe that ours is the only way that a family day care service should be given. Nothing could be further from the truth. The enormous numbers of families involved in the day care system, the projected continuing rise in the number of working women, the increasing value placed on financial independence for women as well as men, makes it imperative that there be a much greater variety of day care services in every community and at every socio-economic level for children of all ages than presently exists. We hope that the following discussion will not only stimulate experiment with Day Care Neighbor Services in differing neighborhood circumstances and under various agency auspices, but that it will also serve as a point of departure for those exploring still newer ways of providing badly needed care for children.

Who Should Undertake a Day Care Neighbor Service?

We believe that the Day Care Neighbor Service may be incorporated into the ongoing operation of day care centers, family and child care agencies public and private, community mental health services, PTA's, industries or businesses employing many women, schools and community action programs. It is not primarily intended to be a new and autonomous agency, but rather part of the total services of existing facilities. However, there is no reason why it could not be a self-sustaining agency if for some reason this seemed most desirable.

Should There be a Survey?

A survey to determine the amount and kind of day care needed and wanted often seems a logical first step in establishing any kind of service in day care. Many surveys have been undertaken, but they have not always resulted in findings on which service could be dependably based. Surveys of day care need and preferences are difficult because:

- working mothers are not easy to find for questioning, nor are their responses to questions dependable unless the questionnaire is formulated by highly skilled researchers
- there are many variables that will affect future use of day care, so that the response given today to an offer of service may no longer pertain when the service is organized
- women who give day care quite regularly may deny doing so because they think of it as a temporary favor for a friend and do not identify themselves as child care givers. This tends to diminish figures for available care

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What Alternatives Exist?

National statistics from regular and special census studies, together with local statistics of projected school attendance and other population measurements can be used to gain an approximate estimate of need in a particular area. National figures, for example, indicate that "pre-school children are much more likely than school age children to be cared for in someone else's home."[1] About 20% of these children are cared for in the homes of non-relatives and about 7% are cared for in group facilities. Between the ages of 6 and 12 these percentages are about 6% in the homes of non-relatives and less than 1% in group care. If these figures are taken as rough approximations of numbers in need of care, they can be calculated against available local statistics on numbers of families with children and numbers of working mothers, to arrive at an estimate of the demand for service to be expected in a particular neighborhood. A Day Care Neighbor Service will of course be most likely to succeed in a neighborhood where there are many young families, roughly half of whom have working mothers.

If existing statistical estimates are used as a basis for measuring the size of the need for service, no direct interviews with working mothers are necessary. Time consuming construction of an interview schedule, interviewing and tabulating may be eliminated. In addition, expectations of the immediate inauguration of an all-inclusive service are not raised.

At the same time it must be recognized that existing statistics may not be up to date and do not predict unforeseen changes which may affect use, such as labor market changes, population shifts, the growth of new neighborhoods, and the deterioration of old ones.

Whatever method is chosen for the determination of need, consideration must be given to the existence of other day care facilities in the area chosen for service, their cost, availability, and acceptance by the community.

Area and Population to be Served

The Day Care Neighbor Service is based on the assumption that there are individuals (like Mrs. Smith) who have a central place in their neighborhood systems and can be recruited as Day Care Neighbors. It follows therefore that a Day Care Neighbor Service will function best if prospective users and givers live within definable neighborhoods. Therefore, the first question to be asked is, do the people who want and need family day care and for whom service is planned, live in a neighborhood that is reasonably circumscribed or are they so scattered over a large area that a neighborhood service would reach only one or two, as might be the case with a large industry or hospital?

It is not possible to be definitive about what comprises a "neighborhood." Some neighborhoods consist of single houses which may cover a relatively large area. Others are made up of one or several high-rise

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[1] Seth Low and Pearl G. Spindler, Child Care Arrangements of Working Mothers in the United States, Children's Bureau Publication 461-1968. (Washington, D.C.: Government Printing Office, 1968), pp 17, 77

apartment houses which cover only part of a city block. Those who live in the neighborhood and professionals who work there usually know the visible and invisible boundaries that define them and can describe them in practical if not in theoretical terms. Therefore, if an agency wishes to consider the organization of a Day Care Neighbor Service it may well begin by reviewing the home addresses of those it seeks to serve and plotting them on a map, giving consideration to geographic and social boundaries. Organizations which are already serving defined neighborhoods can of course safely skip this first step.

The prospective sponsoring agency will also need to determine the size of the undertaking it is considering. To date experience has shown that one Day Care Neighbor can be in touch with fifty to seventy-five families in a year and that one social work consultant can maintain contact with twelve to fifteen Day Care Neighbors at a time. This suggests that an agency seeking to serve a relatively small number of its employees or clients might free the time of a staff member sufficiently to allow her to act as consultant to one or two Day Care Neighbors. Another facility with a large clientele, or an agency solely devoted to the provision of day care (as a Day Care Center) might wish to plan for one staff member whose sole responsibility would be consultation with twelve to fifteen Day Care Neighbors toward serving several hundred children and their families.

Are the Expectations of the Day Care Neighbor Service Realistic?

The urgency of the need and the tendency to confuse the service with a kind of business-like employment agency may lead to expectations which will prove unrealistic. The Day Care Neighbor Service will not meet all the day care needs of the community shortly after it is organized or at any time in the future. Family day care arrangements are made between givers and users who are most frequently members of young families and susceptible to many pressures. These include changes in employment of one or more family members, pregnancy, marital difficulties, and social mobility. Every day care arrangement involves a triangle of giver, user and child which in itself implies precariously balanced and easily disturbed relationships. The Day Care Neighbors' role in addition to their ability to help in the making of arrangements is also sometimes to assist in decisions to not make an arrangement or to terminate an existing one. It should be kept in mind that the role of the Day Care Neighbor is to improve the quality and quantity of good day care for children rather than only the matching of givers to users. It is therefore realistic to see the goal of the Service to be the relatively modest improvement of present family day care. When the very large numbers involved in day care are considered, this is no small objective.

How Should a Day Care Neighbor Service be Staffed?

At the present time it is our belief that the consultant in a Day Care Neighbor Service should be a social worker with professional training and experience. The methods described below are those most familiar to professional social workers. Experience elsewhere may show that other professional or non-professional methods and staff are equally or even better suited to the Day Care Neighbor staff position. For this Handbook, however, we have assumed that those referred to as social workers or social work consultants have social work training.

The consultant frequently visits the Day Care Neighbor in her home for leisurely talks over cups of coffee. Because this is a form of communication natural to women and the Day Care Neighbor Service seeks to maintain existing social roles and fit the service to them rather than to superimpose an agency model, it is desirable that the social work consultant be a woman. The willingness to develop and maintain a partnership with an untrained colleague - the Day Care Neighbor - is an essential part of the qualifications of a social worker who will carry on a Day Care Neighbor Service. She will need to be able to maintain her own professional role in an informal arrangement in which she and the Day Care Neighbor have responsibilities of equal importance in different areas. The consultant will at the same time need to maintain regular communication with agency staff from her own or community organizations for the purposes of mutual support, exchange of significant impressions, the provision of specific services, information and future planning.

The amount and kind of clerical staff needed will depend on the size and purpose of the Day Care Neighbor Service and its auspices. There should in any case be someone to answer telephone inquiries. This need not and in fact should not be an intake service in conventional terms. Calls should be referred to the Day Care Neighbors as promptly as possible without exploration at the central office concerning individual needs and the possibility of meeting them. The task can therefore be discharged by a clerk or switchboard operator. The calls may be fairly frequent at first, but should diminish as the Day Care Neighbors become better known and are called directly.

The amount of clerical time needed for record keeping will also depend on the setting and the goals of individual Day Care Neighbor Services. Records may be needed for decisions about the future of a Day Care Neighbor Service or for research purposes, or to provide annual use statistics. The kinds of records kept and therefore the amount of time involved will differ as widely as goals.[1]

How Are Day Care Neighbors Selected?

Education, age and previous work experience are not reliable guides to the selection of Day Care Neighbors, since Day Care Neighbors should actually be found - people already carrying on an informal Day Care Neighbor Service - rather than selected or trained in a more conventional sense. Community leadership is not a reliable criterion either, since Day Care Neighbors are home-centered women and may participate in community affairs but be little known for leadership qualities. We looked for women who were:

- actively involved in the neighborhood day care system, caring regularly for children of others, and recognized as day care resource persons by their friends and neighbors

- part of an intact family with children of school age in the home

[1] See Chapter Nine.

- home-centered in their interests and life style

- interested in children and able to individualize them

- helpful to their neighbors in many ways which were so natural to themselves that they were hardly aware of their activity

- sufficiently concerned and with sufficient energy to become involved with others outside of their immediate families without depriving their own families thereby

- likely to be involved with a number of projects concerned with children, as Scouts, Campfire, church groups, 4H, PTA, Family Foster Care, and so on. Most successful Day Care Neighbors proved to be very busy people, but able to manage these activities easily and efficiently.

- Relatively free of personal "drain." Emotional drain may have little relationship to actual life circumstances. Individuals on welfare may be free of it while those at considerably higher incomes may feel unequal to the demands made on them by their daily lives, or vice versa.

Are Day Care Neighbors Staff Members?

The Day Care Neighbor Service cannot operate without Day Care Neighbors, yet it is not entirely appropriate to describe them as employees of an agency although they may be considered as volunteer members of the staff. Ideally they should not be subject to the personnel policies of the parent agency. Their hours and methods of functioning should be at their own discretion and not fitted into an agency pattern. At the time of recruitment[1] all the Day Care Neighbors may be and probably will be, giving day care themselves. Whether or not they continue to do so, or whether they accept some additional children for whom arrangements are being sought is a decision for them to make in accordance with local licensing requirements and their own wishes. Since in modern American society the volunteer has less status than the working woman, it appears desirable to make a monthly token payment to each Day Care Neighbor which does not put her into any particular salary class but serves as a kind of recognition of her official position in the agency and reimbursement for the additional social activity involved. We paid our Day Care Neighbors $25 a month, which appeared to be quite satisfactory to them, regardless of financial circumstances.

What Will the Day Care Neighbor Service Cost?

Cost depends, as do other aspects of the service, on the size and the facilities available. An experienced social worker who is able to carry on a Day Care Neighbor Service should be paid at the rate of about $9,000 to $10,000 a year at present salary scales. This amount can be prorated in accordance with the amount of time to be devoted to the Day Care Neigh-

[1] See Chapter Three.

bor Service. In fact, consultant time could be purchased successfully from a social work or mental health agency if the sponsoring agency did not have trained staff available. The job of consultant may prove attractive to experienced social workers who wish to work only part time.

In all probability, the half time or less of one secretary-telephone clerk will be sufficient to cover the needs of one full time consultant, if the Day Care Neighbor Service is part of an existing agency. A telephone answering or central secretarial service can also be used, if more convenient.

Transportation funds for the consultant must be included in a budget in accordance with estimated distances to be covered. The recruitment phase of a Day Care Neighbor Service requires more travel than subsequent operation when one visit a month usually suffices, contact being maintained by telephone for the remainder of the month.

Overhead, such as desk space and telephone use, must be estimated in accordance with the facilities under which the Day Care Neighbor Service will operate.

Summary

The inauguration of a Day Care Neighbor Service begins with decisions concerning the population to be served, selection of appropriate neighborhoods and estimates of dimensions of need in the light of available service. Experienced social workers appear to be best suited to being social work consultants. Some criteria exist for the selection of Day Care Neighbors who are really volunteers rather than employees of the agency. A token payment appears a desirable way to give them some official status. Budget can be figured on the basis that one professional social worker can serve as consultant to twelve to fifteen Day Care Neighbors and each Day Care Neighbor can be in touch with approximately fifty or seventy-five families a year. There is not ever a need for a large clerical staff. The amount and kind of clerical staff is determined by the auspices of the Day Care Neighbor Service.

CHAPTER THREE

IDENTIFYING AND RECRUITING DAY CARE NEIGHBORS

Once the decision is made as to the neighborhood to be served and the desired size of the service and staff is appointed, the task of recruiting and selecting Day Care Neighbors begins. It is important to emphasize that this is neither a quick nor an easy step in the establishment of a Day Care Neighbor Service but is obviously crucial to its success, since the entire service revolves around the Day Care Neighbors. Furthermore it is much easier to take the time needed to make initial decisions than it is to replace Day Care Neighbors once selected.

Neighborhood Exploration

The first step toward the identification of Day Care Neighbors is to develop an understanding of the particular neighborhood to be served. In some instances the social work consultant may already have an intimate knowledge of the neighborhood and of its residents. Assuming that this is not the case she will want to take time to get the feel of the neighborhood by walking or riding about the streets, noting where and how children play, observing family patterns, neighborhood stores, and street activity. Day care patterns may sometimes be understood from observation of morning and evening traffic of parents with young children.

Since Day Care Neighbors are recruited from the ranks of those already giving day care, the consultant will want to ask questions about day care givers wherever possible. It may be best to word inquiries ambiguously, asking about "who does babysitting around here - do people seem to have a hard time finding it?" rather than asking directly for the names of givers. Local cafes, drugstores, small groceries; school secretaries, ministers and public health nurses; advertisements in local papers, on bulletin boards of laundromats and places of employment, are all good sources of general information.

Our experience suggests that the initial response in most middle-class neighborhoods is that "there are no working mothers around here and no one does babysitting." In poor neighborhoods, the consultant is likely to be seen as trying to "get something on" day care givers and users and, at first, information may be withheld for this reason. A few more interested and objective inquiries, such as "If you or your neighbor needed a babysitter, who would you ask to help you find one?" may elicit some names. Individuals who might know more than the informant in addition to those who are known to him as babysitters may also be suggested.

The Day Care Neighbor Service consultant will wish to keep the preliminary contacts quite casual in order to:

- avoid establishing herself as the central figure in the projected Day Care Neighbor Service
- minimize agency involvement to give the service a neighborhood, not an agency, "image"

Interviewing Neighborhood Resources

Through the widening circle of brief contacts made by following up suggestions by visits or telephone, the consultant will probably secure some names of possible Day Care Neighbors and a good deal of incidental neighborhood information about each one. The consultant may then decide to move toward first hand acquaintance with those who best meet the criteria mentioned above.

For example, a day care giver described as having "a house full of babies all the time," or one who is obliging about babysitting at any time for any number of children would be a doubtful candidate. She probably would not be sensitive to the individual needs of children. There is more than a possibility that her day care activity is an effort to stem severe emotional or financial drain. On the other hand someone described as "not really doing babysitting" but a friend who takes care of the informant's children "just now" or as the one "who knows everything about the neighborhood" would be a likely prospect.

Making Day Care Neighbor Contacts

When one or two good candidates have emerged from this somewhat lengthy and laborious identification process, the consultant may then telephone each candidate and say that she has been mentioned in the neighborhood as someone who knows a lot about day care. The consultant would like to hear her views about day care in the area.

If the prospective Day Care Neighbor is responsive on the telephone and the consultant is impressed with the respondent's possibilities as a Day Care Neighbor, she may ask if she may call on the prospective Day Care Neighbor to talk more about day care.

The Day Care Neighbor Service is mentioned only as a possibility and in very general terms on the telephone and at the first interview. If there is no telephone, the consultant may "drop by" but lack of a telephone would be a practical obstacle to good Day Care Neighboring and the reasons for its absence in this age when it is close to a life necessity would require some consideration.

This first contact with the prospective Day Care Neighbor may be the beginning of a long-term relationship and so has considerable significance. It is likely that the interview will not cause much concern to the prospective Day Care Neighbor. She will be well used to having people come to see her and ask her advice about community or personal problems. She is likely to receive the consultant as she would the minister, the school principal, or a neighbor - with friendliness and hospitality, on the assumption that she will help if she can, and without anxiety concerning her competence to do so.

The consultant, on the other hand, may find this interview somewhat difficult. The consultant will have initiated the contact and asked for help and advice, both actions which differ from usual ways of entering social work relationships.

Unlike a more conventional intake interview, the social worker will not have a well defined set of questions in mind to which she seeks the answers. Rather, she will attempt to gain a general impression both of the neighborhood day care system and of the potential Day Care Neighbor as a person in her own community. There is no prescribed length for such an interview. The consultant must be sensitive to the Day Care Neighbor's style and recognize whether or not she should settle in for a long diffuse chat or whether the Day Care Neighbor has a family and other duties which take precedence.

A good many interruptions should be anticipated. In fact these interruptions will help the consultant to decide as to the suitability of the potential Day Care Neighbor for the task. If there are interruptions from people who drop in for coffee, come by on the way to work to leave off a child until his father gets home, call to ask her help in some community effort or family crisis, it is likely that the Day Care Neighbor is indeed the kind of central figure in the neighborhood that is appropriate as a Day Care Neighbor.

The consultant will make use of her professional skills to note behavior and remarks that will give the kind of clues needed to make decisions concerning "freedom from drain" and the intact character of the home life of the potential Day Care Neighbor. The Day Care Neighbor is very likely to volunteer some information about herself and her family whom she may discuss with considerable assurance and pride.

It is perfectly possible that the Day Care Neighbor may be a client of an existing social agency, but this is irrelevant to the interview and the consultant will need to find ways of making clear that this is not a concern to her.

The good Day Care Neighbor prospect may not respond positively to direct questions concerning neighborhood day care arrangements which she may consider to be confidential information. However, she may be expected to use neighbors as examples of some of what she is saying about day care in general. If there are children playing in the neighborhood, she is likely to answer the consultant's questions about them with pleasure and interest, showing remarkably complete knowledge of their family background, their ability to get along with their peers, and their general school adjustment. She will be perceptive and positive rather than critical or destructive in talking about others.

If the day care giver impresses the consultant as a good prospect for a Day Care Neighbor, this will be the time to describe the Day Care Neighbor Service in general terms, noting reactions. Our experience showed that good prospects grasped the idea quickly, identified themselves as "acting like Day Care Neighbors," and gave other indications of interest. The consultant may end the interview by asking if she may return for further discussion. We found that we made the best decisions if we postponed actual recruitment until we had seen all the possible prospects and reviewed their potential against each other.

Recruitment

When a decision has been reached concerning the best of several pros-

pects, the consultant may telephone the prospect and ask for another appointment. Our experience has been that the people whom we then approached to become Day Care Neighbors had little hesitation and agreed to do so readily. Experience taught us that this did not necessarily imply their full understanding of what we were asking of them and that such a full understanding would not eventuate from one interview. Nevertheless, at the recruitment interview the consultant should:

- sketch why the day care giver selected seems well suited to the role of Day Care Neighbor, emphasizing her knowledge of the neighborhood and the observed interest and friendliness she shows in others

- describe the Day Care Neighbor Service again in detail even if this has been done previously, with special emphasis on the freedom the Day Care Neighbor will have to continue to function as she has done in the past to take on or refuse care of additional day care children

- mention record keeping and the acceptance of requests from givers and users not now known to the Day Care Neighbor

- explain token payment made for her service

- describe the consultant-Day Care Neighbor relationship as a partnership, and offer a period of weekly appointments to be spaced to monthly intervals as acquaintance increases

- suggest that she is readily available by telephone

Excerpts from a Social Work Consultant's Record of Recruitment

Brightwood District

6/5 - Contacted the School Social Worker,Brightwood District. She reported the following from her own contacts and those of the school secretary. The Director of the Brightwood Park Community Center is to be away for the summer but would be a good resource for information. The Catholic Church Sodality Group, like the Ladies Aide societies in other churches, might be a resource for learning about the day care system. There are two foster mothers in the area, Mrs. S and Mrs. H who might be helpful. Mrs. B a negro, is said to be "a doll" with many women leaning on her for advice. Mrs. R D, past president of PTA, and Mrs. D are people who might be helpful. Mrs. L, the public health nurse, was ill much of the year and might not have too much information. A H used to be a nurse in that area and could be contacted for information about it. Mrs. D S gives very bad day care, according to the school secretary. The Juvenile Court Counselor might know families in the area. The Woolen Mill which is at the south end of the neighborhood, hires a number of mothers whose children are in school at Brightwood.

7/11 - Telephoned both Mrs. R D and Mrs. D (connected with the PTA). They both named Mrs. E and Mrs. C C as people others would turn to

for advice and child care. Mrs. D thought that many children came to school early before school was ready to take up because they didn't have care at home. Mrs. D used to give day care herself, but has discontinued due to her many volunteer activities. Her own daughter has done some babysitting in the neighborhood. According to Mrs. D Mrs. C C not only gives day care but also takes children in foster care. She is the one neighbors turn to in cases of emergency. Mrs. D said the Brightwood paper runs ads all the time for child care, and Mrs. D suggested this as a resource for us. Mrs. D thought that from 27th to 33rd were primarily working people and that 33rd toward the river would be where there is considerable care. In addition to Mrs. E and Mrs. C C she suggested contacting Mrs. B and Mrs. M who live on 36th. She thinks there is some exchanging of day care giving in the neighborhood. The close neighbors she has, 8 to 10 houses around, mostly have older kids out of school or in college. She has little contact with the parents of preschool children and does less neighboring than when she had preschool children.

7/17 - I met with Rev. F whom I recognized on sight as having participated in the OEO meetings with ministers to discuss day care centers in churches. He was looking after his own children while his wife was working. During the course of the conversation I obtained a list of givers and users he knew about, as well as the description of each, which is as follows:

Mrs. B: this is a second marriage for two teachers, one had 6 and the other had 4 children and they have used day care in the past. He didn't know whether they were currently using day care.

Mrs. T: is known as a helping neighbor. She gives board and room for a child from the Deaf School and has given day care to a granddaughter.

Mrs. E: gives temporary day care for a retarded child. She has a younger and an older family.

Mrs. H: both parents work and there are 3 young children so he thinks maybe they use child care.

He commented that there were a lot of apartments going up in the area and that many of these permitted children, although some of them were geared to single people.

Mrs. Z: he recommended her very highly. Lives catycornered across the street from the church and takes care of only one child at a time. He estimated her age at mid-fifty and said that when she is full she refers requests for care to a friend, a Mrs. S who also is in mid-fifties. Mrs. Z has one child aged 19 who is working and still living at home.

Mrs. M: gives day care to a grandchild and perhaps to others, even though she lives in an apartment. It is her one means of income. She is a widow.

D S: is a young woman, 19 or 20. She is a school drop-out and had a forced marriage. Her one boy is a preschooler and she is making every effort to succeed as a mother and wife. He thought she might be a potential resource as a giver.

Mrs. S is a friend of Mrs. Z and has a high school girl and a married child. At times she gives day care to her twin grandsons. Her husband retired early due to health problems and she needs the income from child care. She has sometimes worked at a neighborhood grocery store too. . .

In view of Rev. F's emphasis on the value of Mrs. Z as a giver and person concerned with children, I plan to contact her.

7/18 - Interview with Mrs. Z: This is a very neat and interesting home. It had knicknacks around but was not cluttered. The rooms were quite large but the whole atmosphere was rather stiff. The small child for whom Mrs. Z is giving care at this time answered the door with Mrs. Z and was very talkative and extremely active. It was obvious that her relationship with this child was good though I think it made her quite nervous to have the child so active when we were trying to talk. All of the child care arrangements she has made have been by word of mouth and often through friends. The working mother in this arrangement is a friend of her daughter's. As I talked to Mrs. Z it became obvious that she was not one that others turned to naturally, but that the arrangements that came to her were through word of mouth and she was not about to recruit or be involved except with one friend, the Mrs. S mentioned by Rev. F, who happened to call while I was there. I found Mrs. Z a rather flat, cold person, though this was no doubt partly due to the fact that she was uneasy with me. She does not drive a car nor does she visit with her neighbors at all. Her only asset as a Day Care Neighbor would be that people in the neighborhood know she gives care to one child at a time, so they might refer to her. I would think whoever we do get as a Day Care Neighbor in the Brightwood area would do well to be in contact with her as a potential giver, but I do not think she would be a good Day Care Neighbor. . .

7/25 - I called and made an appointment to visit Mrs. C C. When I got there, a neighbor was there looking after the children in the home. She said Mrs. C C had gone out with an old school friend who had come to town unexpectedly. The house is well painted, has a fenced side yard, and a separately fenced back yard. The side yard contained two dogs and there was considerable play equipment in the back yard. I will try to meet with her at a later date.

7/26 - Home visit to Mrs. C C Brightwood district. The inside of the house is much more modern than the outside although the outside is newly painted. The C's have lived in town about 12 years, and have lived in this house about 6. The household consists of Mr. and Mrs. C C their own 12 year old, 8 year old and 5 year old. In addition they have had four foster children for the last 5 or 6 years, two sets of twins, the two eldest boys will graduate from Brightwood High School this year and the second set of twins will graduate from Vocational. They cared for an older sibling of the children who has now gone to live with his mother and stepfather in Alaska. Mrs. C C was proud of the fact that they maintained contact with both sides of the family of these four children. In addition to the foster children and her own, she gives care to 3 children regularly full time, two girls and a boy. The youngest is 14 months, the middle child is about 4, and the eldest I think she said was 6. Their mother works at the Bakery and leaves the children at Mrs. C C's at 6:30 A.M. She has had these children ever since the baby

was 3 months old and prior to that time she had the older ones in day care. Ordinarily she does not like to give care to infants, but because she had the two older siblings, she agreed to take the baby. On Fridays she takes care of a child of a woman who works just one day a week at the paper. Mrs. C C said she advertised in the Brightwood paper and she had more responses than she could handle. She refused to give care to infants and got some of her friends to give care. Her friend Mrs. W advertised for a couple of weeks and didn't get any response at all. At one point the C Cs went on vacation and she used Mrs. W as a substitute. When she returned, the two little boys 5 and 6 remained with Mrs. W. Mrs. C C talked about these little boys in particular because both parents worked and had shared the care with father looking after them days, while he was asleep, and mother being home at night. Mrs. C C was concerned that the children didn't really like being at her house because they didn't like playing with so many children and when the mother asked if she would mind or would feel hurt by the change to Mrs. W she thought it would be a good idea. This summer when the C Cs went on vacation, the older foster children stayed at home and went over to the homes of the day care children to give care so that they could make a little extra money too. Mrs. C C talked about a neighbor on 28th Street who has a sign on her house advertising babysitting. She said she would not use this woman or refer anyone there because the woman doesn't take care of her own. Of course sometimes people take care of other children better than their own, but she wouldn't want to risk it. She later told me she had invited this neighbor and the little girl to her daughter's fifth birthday party. As we talked about how this neighbor might give care or why she wanted to give care, or why she didn't take care of her own child, she indicated the woman was relatively new in the neighborhood, and that they had in the past had coffees to welcome new neighbors in the neighborhood, and guessed maybe they would have to do this again so she would get to know her better. Mr. C, she said, liked having her give care. I had the feeling that he was very much a part of the household, though I didn't learn too much about him. The 14 month old day care child was in the playpen and is quite large for her age, not too active. The other children ran in and out of the house and I felt Mrs. C C handled them quite well, setting limits but not being punitive. The day care child who came in was very friendly and went up to her in the same way that her own children did. They referred to her as Carla and her response was much the same as to her own children. At one point, however, she said to me, "You can certainly tell which ones are mine, can't you?" meaning that they didn't pay attention to her instructions. I think this woman would probably be very eager to participate as a Day Care Neighbor, if she were asked. She obviously knows a number of givers and potential givers, has done some of the recruiting that is part of the Day Care Neighbor's function, and feels responsible for knowing more about her neighbors. My concern would be around her having so many children, although she seems to be coping very well. Mrs. C C herself is a very large, sloppy looking woman. She is probably about 6 feet tall and very heavy. She had on a cotton dress with slip hanging all around and her hair was put up in curlers. She wears glasses and has a friendly smile and was eager to talk. The owner of the

Brightwood paper mentioned her as excellent with adolescent foster children but was unaware she gave day care.

(Mrs. C C did become a Day Care Neighbor and proved to be an extremely good one, with even more community and personal contacts than anticipated.)

Summary

The social work consultant explores the neighborhood to learn about women giving day care who might have the qualifications of a good Day Care Neighbor. Telephone and home interviews are used to make a selection from those identified as meeting the criteria. Good Day Care Neighbor prospects are likely to be friendly, have a detailed knowledge of their neighborhoods and of those who live in them. They are likely to grasp the idea of the Day Care Neighbor Service quickly and "put themselves into the picture."

CHAPTER FOUR

ESTABLISHING A NEW KIND OF WORKING RELATIONSHIP

The decision to establish a Day Care Neighbor Service is usually made in answer to the recognition of an urgent need for good private family day care arrangements in a particular neighborhood. The identification, selection and recruitment of Day Care Neighbors takes a considerable period of time. If a Day Care Neighbor Service is being organized for the first time, the period following initial recruitment may therefore be an anxious one both for the consultant and the Day Care Neighbor. They may both feel under considerable pressure to generate many good family day care arrangements immediately. The social work consultant may consequently push the Day Care Neighbor in this direction, ignoring or at least belittling the real importance of the Day Care Neighbor's relationship with her neighborhood system.

The consultant may:

- fear that she has not made the right choice of the Day Care Neighbor
- feel uncertainty about how to establish a colleague relationship
- wish to reaffirm her own professional identity to the degree that she stresses her professional status and education by instructing the Day Care Neighbor about the emotional needs of individuals without regard for the very qualities of intuitive understanding and sensitive response that led to the selection of this particular person in the first place

The Day Care Neighbor may also have second thoughts after spontaneous and often enthusiastic response to the invitation to become part of the service. The Day Care Neighbor may not have thought through her functioning in the day care system which, having become conscious is seen as difficult and burdensome. She may then become:

- unsure of what is expected of her and forgetful of what the consultant said in regard to her freedom to give care or not and to continue to live her own life as she has before
- concerned about why she has been selected by the consultant when it is well known that social workers are customarily in contact with the disadvantaged and emotionally disturbed
- aware of her own limitations in regard to academic training in contrast to a professional
- afraid that public opinion will hold that she should be less rather than more involved in the affairs of her neighbors

DCN#1: But, you know, in our own neighborhood here, I know very little about it, except that there are more mothers working and they need to leave the children - and there are people who watch the children. I think that the person who would be better at it than me would be Sherri who lives across the street -

SWC: We would not want you to do a great deal of what you haven't been doing, but it may mean some more work than you now have.

DCN#1: I don't mind doing some extra work, but I would not like to be in a position where I would have to take care of extra young children. You see what I visualize is that if I'm instrumental in getting two people together for babysitting and if someone can't do it because she doesn't feel well in the morning and calls me -

SWC: This would not ever be in our plan. We think it would help people, if people got to know that they could also get some advice about babysitting and maybe you could talk to more people about what they do now. This is up to you and we're sure this is different in every neighborhood.

DCN#1: You see I'm planning to take some education courses - but it'll be difficult for me to know in advance if I should feel I can't go on with this, I wouldn't know what to do.

She may give voice to her anxiety by saying her husband says:

- she should not be publicly identified with day care activity because of its low social status

- he does not want her to act as a spy or busybody and thereby get in trouble with the neighbors

As a consequence the Day Care Neighbor may telephone and tell the consultant that her husband does not want her to take on the job.

Or she may call right after the recruitment interview to ask the consultant questions about record keeping, perhaps explaining how she has filled out her first record and asking for reassurance that it is done correctly. At the next visit, she may express regret and anxiety about making so few arrangements.

There may also be a number of postponed or forgotten appointments in the first weeks of contacts between the Day Care Neighbor and the consultant. While this behavior may be an indication of the Day Care Neighbor's uncertainty and ambivalence, not too much significance should be read into it. Day Care Neighbors are not clients and do not have the respect for interview appointments that is expected of clients. Throughout our relationship with the Day Care Neighbors we found that when appointments with us conflicted with some family responsibility or outing, the Day Care Neighbors postponed seeing us without hesitancy or embarrassment. After our first uneasiness we accepted this as part of what made them good Day Care Neighbors and an indication of a good colleague relationship.

We found too that we needed to recognize our own initial anxiety and refrain from projecting it onto the Day Care Neighbors. The Day Care Neighbors were all women with healthy self-concepts, well aware of neighborhood needs and of their ability to help to meet them. When we accepted their reluctance and doubts and assured them of our willingness to wait until they had thought the whole matter over and discussed it further with their husbands and reassured them about the records, they regained their interest and enthusiasm. No Day Care Neighbor did voluntarily withdraw after an initial commitment.

First Interviews

To a consultant accustomed to interviewing in an office setting arranged for more or less uninterrupted privacy, home interviewing with a Day Care Neighbor may at first seem too time consuming and distracting. However, home interviews should be carried on throughout the life of the service because they:

- act out for the Day Care Neighbor the friendly colleague relationship as opposed to a more formal specialist-to-layman or caseworker-to-client approach

- serve to accommodate the Day Care Neighbor role to the demands of the busy active life that characterizes successful Day Care Neighbors

- help the consultant understand the Day Care Neighbor's neighborhood which has its own customs, values, and manner of functioning, related to the many differences in family income, geography, ethnic origin, and so on

With these objectives in mind, then, the consultant will begin her contacts with the Day Care Neighbor in accordance with the Day Care Neighbor's own style and focus on activity rather than on feelings or attitudes, and on the specifics of day care arrangements rather than on the general theory of child care and development. The consultant and the Day Care Neighbor alike will find it reassuring to discuss practical details of their partnership.

Several major topics are likely to be foremost here:

- how will those needing service know of the Day Care Neighbor's interest and willingness to provide it

- how will the consultant know what is going on in the Day Care Neighbor's activities when face to face contact will be short and at widely spaced intervals

- how can the consultant learn enough about the neighborhood to offer the Day Care Neighbor her support and assistance in increasing her scope

There are practical and immediate steps which can be taken to provide answers to these questions. The focus of the first few interviews should

be on these steps in whatever order or combination appears most comfortable to both the consultant and the Day Care Neighbor.

Making the Day Care Neighbor Service More Widely Known

Day Care Neighbors should be encouraged to use any method that seems natural and attractive to them to let others know of their willingness to help in making day care arrangements and advising about them. The consultant may wish to suggest a number of ways that have been successful for others, but should avoid being too directing since the Day Care Neighbor will have her own style with which she is most comfortable.

In our experience Day Care Neighbors:

- told their friends informally about their new role, letting word of mouth convey it to other neighbors whom they did not know

- discussed the Day Care Neighbor Service and their part in it at church group meetings, PTAs, women's clubs, nursery schools, or other semi-formal group gatherings where working mothers with children at home might be found

- informed school and church secretaries of their activities in the day care system and their willingness to help mothers find care for their children and women wishing to care for children find children to care for

- placed advertisements in neighborhood newspapers, PTA bulletins, industrial or business house organs or other relatively accessible and inexpensive media

DCN#1: I think this would be interesting. Now, let me ask you, if I do - I'll do it but how would I start?

SWC: We left it open as to how you tell people. We would be happy to send out a notice to say, "Mrs. R is acting as a Day Care Neighbor and if you want to talk over your day care problems, contact her."

DCN#1: Not too many are working right now on this block. Sherri is thinking of going to work, Ann is thinking of going to work. I think a great many more mothers would work, if it were easier - from that point of view. This is the block I know of course.

SWC: The next block down, could you take it too?

DCN#1: If - and I could get to know the people and it would be interesting to - Now questions will, I'm sure, come up. . . down below, I know they're childless people that I don't know but I can talk to them and ask them if they would give day care. They will ask how much to ask in pay. I know not too many of us give day care but I think what the mothers pay now is only $2 a day.

SWC: Yes, we've found the fee here runs between $2 and $3 per day.

DCN#1: I think what I would do is to first let those people that I already know know what I'm doing, and ask them do you know of someone else around here that might be interested? And if they do, I think I would approach them beforehand, and if not, I think I would wait. I don't think that I would knock at the door of a stranger . . .

How the Day Care Neighbor Can Keep Track of Neighborhood Activity

Record keeping may seem an unsuitable subject for discussion in early interviews, since it is not a natural part of the Day Care Neighbor's role. On the other hand, record keeping is so much a part of most organizations that it can serve to emphasize the importance given to knowledge of neighborhood activity and to the Day Care Neighbor's ability to supply significant data to the central service. Day Care Neighbors will expect to keep some records and will expect to be instructed concerning them. They may also be quite apprehensive about their ability to keep the kind of records that would be desirable. For these reasons it may be well for the consultant to discuss the necessary record keeping quite early in contacts with Day Care Neighbors in order to relieve anxiety and to formalize the importance of the relationship.

A decision concerning what records should be kept and the design of adequate record forms should precede the consultant's visits to the Day Care Neighbors. The consultant should then take along some examples of the forms to be kept and explain carefully how they are to be used. This explanation should extend to the manner in which the collected statistics will be used at the central office. Emphasis should be placed on the contribution record keeping will make to the Day Care Neighbor's ability to give service.

This discussion is likely to stimulate some questions concerning the dangers of recording information about neighbors which may not be complimentary to them. The problem of gossiping is likely to recur. To write down information may seem doubly dangerous to Day Care Neighbors who have long accepted the social value placed on the avoidance of gossip, although they have by no means ruled out gossip from their daily lives. There can be no single way of dealing with this problem. However, we found that Day Care Neighbors easily responded to our explanation that gossip could be benign or malignant - that an interest in the affairs of one's neighbors in order to assist them seemed to us a benign form of gossip and entirely legitimate. We made every effort to assure Day Care Neighbors that we would respect their confidences. However, we attempted to avoid equating this with the confidentiality accorded to private communications in a caseworker-client context.

Consultants are cautioned to bear in mind that while Day Care Neighbors may tend to be careless about record keeping, consultants tend to overvalue accuracy. This may predispose them to placing Day Care Neighbors in the position of guilty children who have not done their homework rather than knowledgeable but very busy colleagues.

Sometimes the information related to the requests for service require longer explanation which the Day Care Neighbor is unable to write on the record card. If a tape recorder is available and the consultant feels comfortable in tape recording interviews, she may offer to bring the tape recorder to the monthly record collecting interview. The Day Care Neighbor then can be encouraged to keep only a skeleton record of contacts which can then be described at some length during the interview and transcribed from the tape later in the Day Care Neighbor Service office. This procedure, as all others connected with record keeping must be influenced by the use made of records in the central service.[1]

DCN#2: Different ones come to see me about different projects, now just like getting a church club started up here last year - through the school. So I don't know - whether it's because I've lived here so long in this neighborhood or what.

SWC: Would you be willing, do you think, to put this down on a record card and then I could -

DCN#2: Lord, I wouldn't know how to put it down on paper.

SWC: If I could help you with it, would you be willing to try it?

DCN#2: Well, I could try.

SWC: Would you want to?

DCN#2: Well, I'll try anything one time.

SWC: This isn't for you to do anything differently than what you are as far as the other people are concerned. It would be contacts you had with Mrs. J and through the children, whatever.

DCN#2: I could put down my neighbor - Mrs. S takes care of two little ones, one that is 11 and one 8 years old coming there on weekends to stay so many hours while the mother is working . . . I think she got them from up there at the store -

SWC: How does she like it?

DCN#2: She likes it fine, because she likes children too, like I do, and so, she's lonesome staying there at the house with her husband at school and that's why she wants to get her some more to babysit with. She's got two that she keeps, let's see . . . Monday . . . Tuesday, Wednesday, I guess, then the rest of the week, the mother's home with 'em.

SWC: How did she find those?

DCN#2: Well, there's a lady that lives up the street here - she used

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[1] See Chapter Nine.

to work with her at the Diner up there and when she quit working she got L to sort of take care of her little ones then while she was sleeping - she worked at night and she likes to sleep a few hours during the daytime - so L watches the kids while she was resting.

SWC: Well, as you come in contact with people maybe you'll keep track of this for us, which might make you hear of more if, you know, you're thinking about it.

DCN#2: Well, you know, really, I haven't paid any attention to how many, you know, babysitters there are in this neighborhood -

SWC: We thought maybe if you had a record card like this, you know, that you could just jot down every time someone talked to you about this. Then I could come by and we could get more of the details. I certainly have learned a lot already.

How Can the Consultant Learn More About the Neighborhood?

One device for assisting the Day Care Neighbors to describe neighborhood arrangements more fully is to suggest that the consultant could better understand it if a map of the neighborhood were available. A rough sketch of the neighborhood which permits graphic placement of individuals discussed serves several purposes at this stage of the Day Care Neighbor-consultant relationship.

- the Day Care Neighbor is likely to consult her husband and children to help her to make such a map, thus involving them in her Day Care Neighbor undertaking

- making a map may bring to mind individuals in the neighborhood who may have potential for giving or wanting day care who might otherwise be overlooked

- in future contacts at wider intervals it gives the consultant a basis for making inquiries about individuals who might otherwise not have been recalled

The Map, like other "getting started" devices, is only as useful as it seems attractive to the Day Care Neighbor. If she does not respond to the consultant's suggestions, it should not be pursued.

Beginning of Relationship

While these practical subjects for discussion will form the major overt agenda for first interviews, the beginning of a relationship between the Day Care Neighbor and the consultant is of no less importance. In connection with the practical subjects under discussion it is highly probable that the Day Care Neighbor will talk about her own family, children, husband, and sometimes about her own childhood, especially as it relates to babysitting.

The consultant will be interested in hearing what the Day Care Neighbor

wishes to tell her. This will help provide some insights into the Day Care Neighbor's life style, how she handles her family and her neighbors, what her special skills are, what she likes best and least to do. It will also enable the consultant to intervene most effectively to assist the Day Care Neighbor in areas where this may be to her advantage. At the same time the consultant will need to remember that the Day Care Neighbor is also an expert in human relations and that she too is making observations, consciously or unconsciously, about the consultant. It is likely that one special area of interest and concern to the Day Care Neighbor is the consultant's acceptance of her as a competent independent person.

One way of conveying confidence and acceptance is for the consultant to listen to what the Day Care Neighbor tells about her own activities and family in the same receptive frame of mind that she would bring to the first stages of a new personal friendship. It is very likely that the Day Care Neighbor will air views and describe interventive approaches that do not coincide with the consultant's professional training and views. In her personal social life, the consultant would not immediately comment on these differences. In the Day Care Neighbor relationship they are also best accepted without professional analysis or therapeutic silence.

If, at a later date, the consultant feels that these attitudes may be interfering with the discharge of Day Care Neighbor functions, they may be discussed, if it can be done within the colleague relationship. At times attitudes may be altered by providing additional perspective. Our own experience suggests that differences in style and handling do not necessarily represent "good" or "bad" ways of dealing with behavior, merely different ones.

The consultant should not, however, respond to the Day Care Neighbor's remarks by offering similar information about her family and personal life. Rather, she should listen with interest and offer only what appears to be necessary, placing more stress on a description of her professional reasons for an interest in family day care than personal experiences with it.

The relationship the consultant strives to create between herself and the Day Care Neighbor is a unique one. Its goal is to provide each other with sufficient information to establish a friendly collaboration in which both are free to offer opinions, ask questions, differ or agree on ways of helping neighborhood families make day care arrangements that will be satisfactory to all those involved. It does not have the goal of effecting major personality change or functioning by the Day Care Neighbor. The consultant also has the responsibility of using professional techniques for the diagnosis of difficulties a Day Care Neighbor is having in carrying out her chosen role, and to decrease these difficulties and increase satisfying functioning.

Summary

Doubts about the new kind of service in which the Day Care Neighbor will be involved are most readily dispelled when consultants assist Day Care Neighbors to carry on concrete activities, such as mapmaking and record keeping. The colleague relationship, which differs from most professional relationships, is furthered when the consultant shows a friendly interest in the Day Care Neighbor's accounts of her own life and that of her neighbors and avoids interpretation of them in professional terms.

CHAPTER FIVE

HELPING DAY CARE NEIGHBORS ASSUME AN OFFICIAL ROLE

It can be expected that successful conduct of the first few interviews will help the Day Care Neighbor to define her role and to begin to move confidently into it. The establishment of a helping relationship will accelerate this process. Their preliminary uncertainty will be most satisfactorily dispelled when the Day Care Neighbor is able to demonstrate to herself that she can actually live up to expectations, her own and those of the consultant. This is best and most rapidly done when she "officially" helps to consummate some day care arrangements. The demand for arrangements may come from people she has known before becoming a part of the Day Care Neighbor Service, or it may come from people who hear about her through one of the avenues she has opened up. It may even come from strangers living in the Day Care Neighbor's neighborhood and referred through the central office.

Timing Organization of the Service

Initially, Day Care Neighbors are likely to express concern that they will be swamped with calls or will have more to do than they can manage. This may also be a concern of the consultant. There is some possibility of such an occurrence and there is almost always an imbalance between the supply and demand in both directions. However, new Day Care Neighbors are more likely to be anxious when there are few calls than when there are many. It is therefore wise for the consultant to plan recruitment of new Day Care Neighbors for a season when requests for help can be anticipated.

Employment services are excellent resources for determining when peak demands usually come. We found in our community that peak periods came late in the summer and after Christmas.

10/11

DCN#3: Well, I guess I don't think I've done too much. I've been filling out these forms. Would you like some tea?

SWC: I'd love some.

DCN#3: I haven't written very many in, but I've written in a few.

SWC: It doesn't matter, cause this is exactly the kind of thing that we're interested in and you will have more information just by talking.

DCN#3: Well, I do talk about it to whoever I call, but I don't know whether I accomplished anything. One of the girls - I belong to a group, and I think maybe I made a little headway there. Only to the extent that some of them were just quite surprised that I babysat and never really thought that they should maybe or could, and that we have, this group that we belong to, we decided that we would, instead of having a talk on Viet Nam, we decided instead of trying to raise the money on the outside, that we all just pay $20.00. And so the girls were

wondering considering how to earn their $20.00, and so I gave my little talk on babysitting, so some of them were wondering, you know, not that any of them couldn't afford the $20 because they can. So M said that she wanted everybody to feel like they were earning it and so you know we did talk quite a bit about babysitting. There were two or three of the girls who thought that they could babysit, for the first time, you know. I said I was babysitting and they wanted to know if I had them on holidays, and if she came every day and what did I do with her when I wanted to go some place, you know. And I could see it was turning over in their minds for the first time, because the thought had never occurred to them before, that they should do such a thing . . . After the meeting Fran said she was awfully glad I was doing this because her husband is afraid he'll lose his secretary because she has a little girl of six and she can't seem to find a babysitter for her. And Fran says the mother is the best secretary Don's ever had and she's been taking this child part time to her grandmother but that was a long ways to go both morning and evening so Don told her to move into this neighborhood and Fran would help her find someone, only Fran said she just didn't have any idea of how to do it. And I haven't been able to do anything either, so maybe you ought to get someone who knows more people or something.

10/25

DCN#3: Patty is taking care of that little girl Terry - her mother is Don's secretary -

SWC: When did that begin?

DCN#3: About two weeks ago. I had two names in mind that I thought I'd give the mother and I told Patty that I thought I'd ask Betty, and Patty said she'd take her.

SWC: You were going to ask - ?

DCN#3: Betty. Because she's got a six year old. I don't know if she's ever given any day care but I'm sure she would if I asked her in that her children are both high school - she has 2 high school children, she has a little boy that's in the - I can't tell, 6 or 7 or 8, I think he's in the second grade, right around there. First or second grade. And I think she'd take a child if I talked to her about it and she lives right near school. And this lady wanted a place where this girl could go and come by herself. So that's why I thought of Betty because that would work out just fine.

SWC: You were talking about this to Patty - -

DCN#3: Patty said she would try it. And then she said if she didn't get along - Well I said, if you want to, fine, but if it didn't work out, then I could always go ahead and ask Betty.

So Patty said, "Yes, tell her to come down and see me," so I called her back and told her - gave her Patty's name, so she went over and I think it's working out fine.

SWC: Good. Does she come before school too?

DCN#3: She comes before school. Patty said the first morning - she hadn't told Ben she was having her and she thought the little girl wouldn't get there quite that early, you know, but I guess she came pretty early. Right after 7 o'clock - but I think most mornings she comes around 7:30 or 8. But it's working out all right. I was there one afternoon to be there when she got in after school. She's a real sweet little girl, nicely mannered and I think she's going to work out fine. Anyway she said that - Patty said the first morning the mother went to work so early, she couldn't understand it. I didn't think she had to leave that early to go downtown unless she's in the habit of going early, you know, out in M. So now, she says she just loves it because she's right downtown on the bus so easily. And home again so easily.

SWC: Is Patty feeling better now?

DCN#3: Oh, yes, I think she does. She said she had a nice little chat with the mother and she said the mother is a darling little girl and in her twenties - So she said she sat down and told the girl, she said, "I'm just kind of halfway selfish because I think it'll work out for me too." It can, really, if you get the right age groups. So, Patty said one afternoon she didn't feel real good and she had one of the 8th grade girls that she knows there come and take both for a walk. And she had this girl over another time and said oh, they both just loved her. This girl took them to the park and Patty said when she got home, everybody was just dancing around so everything was all right. So, Patty is good too. She takes them out for walks and I don't think she lets the little girl go too far by herself. But I think she would let her be free to bring somebody with her if she wanted. She'd baked a pie the first afternoon she was there. Patty said that the first week she never got away from her, you know. She said, "I'm not used to this. My little boy goes out to play." And I said, "Well, maybe she'll get over it." She said, "Well for one thing, I baked a pie and it just fascinated her, you know." And so she said, "Well finally I told her, you know I'm in such a hurry tonight, I don't have time to help you but next week I'll bake a pie and I'll let you have enough dough to bake you and your mother a pie to take home." And she said, "Oh boy!" She just was thrilled to death - Patty bakes a lot and I just doubt that her mother has the time. So she hasn't probably seen anybody roll out pie dough.

Spacing Interviews

The first few meetings between them should be set by the consultant in a matter of fact manner at the convenience of the Day Care Neighbor. Weekly intervals appear to be desirable at first. When a relationship has been established between them and the Day Care Neighbor appears to feel reasonably secure in carrying on her activities, the consultant may then suggest that interviews be more widely spaced and finally set at monthly intervals at a mutually convenient regular time. The consultant should explain that at these planned interviews she will collect record data and she will be interested in learning the stories behind the records, the Day Care Neighbor's opinions and views of the service as a whole, and its operation in her neighborhood in particular.

In planning more widely spaced interviews stress should be placed on the consultant's continuing interest and availability. Spacing should not be presented as a time-saving device for the consultant. The consultant needs always to bear in mind that the Day Care Neighbor has been chosen because of her skill and ability to carry out a function that the consultant could not do as well. There is then no question that the Day Care Neighbor is acting as a stand-in or aide but rather that she is fulfilling a unique role as a collaborator.

The Day Care Neighbor's Dependence

It may be surprising to discover that the Day Care Neighbor who at first forgot appointments or found it difficult in other ways to fit contacts with the consultant into her busy life may now resist having less contact with her. But as the Day Care Neighbor has become more conscious of her role she may also have come to feel a greater responsibility for discharging it adequately. This may make her feel that she cannot do so without the consultant's help even though she has virtually done so for years without help from anyone. The consultant can help by stressing her availability at any time for a personal visit or a telephone conversation. It is important for the consultant to put stress here on:

- the Day Care Neighbor's greater competence than the consultant's to function in the neighborhood day care system
- the consultant's ongoing interest and concern with whatever is of interest or concern in the day care system to the Day Care Neighbor
- the consultant's availability as liaison with community resources
- the Day Care Neighbor as the person best suited to act positively in her day care system (not as the person who is there to save the time of the consultant or substitute for her)

Familiar Arrangements

The first few months of the service will probably provide many opportunities for the practice of consultant skills. It is predictable that the

Day Care Neighbor will begin to make arrangements in the areas with which she is most familiar and where she is most comfortable:

- if she has teenage children who are in demand as babysitters, she may try to meet calls that they cannot fill by finding other young babysitters and putting them in touch with the prospective users

- if she has been a working mother in the recent past, she may have friends who continue to work and who turn to her for help in finding day care

- if she is giving day care as a means of supplementing insufficient family income or providing some "extras" for her children, she may be most interested in meeting the needs of others in a similar position

The consultant may also have the needs of special populations in mind - AFDC mothers required to achieve financial independence, for example, or professional women in critically short supply.

The consultant can help Day Care Neighbors to enlarge their view of those to be served by:

- describing some of the day care needs that have been reported to the central office and asking the Day Care Neighbor's reaction to them. (Situations should be chosen which are outside the specific neighborhood to avoid the implication that the Day Care Neighbor is expected to take some action on them.)

- asking questions about families described earlier in interviews or placed on the map

- inquiring for additional information about arrangements previously made - what do givers and users report about their experience

An attitude of relaxed interest in what the Day Care Neighbor is already doing is more likely to stimulate speculation on her part as to further possibilities than a more directive approach. The "snowball" effect of her increased activity in the day care system, the recognition of others that she can and will help will also serve to increase her awareness of need and resulting range of activity.

Counseling

As was noted in initial contacts, Day Care Neighbors not only help in making day care arrangements but also give advice about day care and about other problems their neighbors bring to them. It may be anticipated therefore that as she becomes more widely known the Day Care Neighbor will be called on more and more for counseling as well as for help with more concrete problems. While in the past she has not been in the least self-conscious about offering advice, now she may feel uncertain of her capacity to give it in view of her more "official" role. The presence of the consultant may also influence her attitude by offering a contrast to her non-

professional status. She may feel that she is expected to refer requests for advice to the consultant and do so, or tell the troubled individual to contact the consultant.

This kind of situation may at first pose a dilemma for the consultant. The presenting problem may be quite serious and complex. The consultant's training and professional self-image may impel her to "take the case." At the same time, she must recognize that if she did it would impair the colleague relationship, and in fact nullify the whole service, since within a very short time she would have the kind of caseload that would leave no time for consultation with Day Care Neighbors. It will help here if the consultant reminds herself that the Day Care Neighbor was chosen for judgment and skill in carrying on human relations and for her position close to those needing help.

We found that if we met a request for our intervention with questions about the Day Care Neighbor's views of the situation, the Day Care Neighbor quickly recognized that she was well able to handle the situation herself - and so did we. It was true that the Day Care Neighbor's advice might be different from what we would have given - the form of discipline for a disturbed child, or how to resolve a marital problem - but it was usually well suited to the situation and the culture of that particular system.

We noted, too, that Day Care Neighbors were keen observers of behavior and capable of sophisticated interpretations of it. They made use of their natural abilities and interests and had often augmented these through courses on child development or through the mass media.

> DCN#2: . . . And it was real cute yesterday, instead of the mother telling the boys to be good, the boys looked up and said, "Now, Momma, you be good while you're gone." Instead of her saying that to the boys, they said that to her. I thought that was real, real cute, you know. And they never said a word when she walked out and left them yesterday. They must be used to being walked out and left with somebody. You can generally tell, that when the kids cry, they haven't been left very much, but if a kid has been left with this one and that one and they've gotten so they don't care who they're left with, they don't pay any attention to who they're left with at all. These two kept playing with their toys and never said a word when the mother left and only looked up and said, "Well, Momma, you be good while you're gone." And that's all they said.

Where it seems to the consultant imperative to discuss a course of action with a Day Care Neighbor, either to allay the Day Care Neighbor's anxiety (or her own) or to deal with a problem outside the Day Care Neighbor's understanding, the consultant should remember that she is in the position of expressing an opinion like a friendly expert, not of directing a service like a supervisor.

Agency Referral

Although most Day Care Neighbors have probably not made use of social agencies themselves, they are likely to have some knowledge of their existence, and an opinion of their value. They may, consequently, ask the consultant to refer individuals in their systems to appropriate agencies. The Day Care Neighbor is indeed an invaluable link in an agency referral since she is in the position of helping the troubled person to make the contact and offering encouragement and support for its duration and after termination. However, most agencies are heavily overburdened already and cannot always give a service at the time when it is needed.

In the past, the Day Care Neighbor no doubt unselfconsciously offered advice and practical help to neighbors at times of crisis. The consultant may now help provide the best service to the troubled individual if she can encourage the Day Care Neighbor to continue to do this, thereby perhaps avoiding the necessity for referral entirely or at least maintaining contact until professional help becomes available.

We originally planned that where agency referrals seemed indicated, we would take over and make the referral. We found, however, it was more successful if we made only the initial contact with the agency and then put the agency and the Day Care Neighbor in direct contact with each other. We thus conserved the time and energy of all those involved, afforded the agency a firsthand insight into the situation, and maintained the Day Care Neighbor in the central position appropriate for her.

Summary

Initial contacts between consultants and Day Care Neighbors are aimed toward reinforcing the Day Care Neighbor's sense of competence in her natural role and in helping her to extend it. The consultant hopes to broaden the Day Care Neighbor's view of those needing her services and to support her efforts to meet needs, but refrains from imposing a semi-professional or unskilled role on the Day Care Neighbor. Where referrals to specialized agencies are necessary, Day Care Neighbors are kept in as direct contact with both agency and user as possible.

CHAPTER SIX

BUILDING A FIRM RELATIONSHIP

It might be assumed that when a collaborative relationship has been established and Day Care Neighbors are functioning well in an increasingly widening system, the consultant would have little more to do than collect statistics. This will not prove to be the case. On the contrary, as Day Care Neighbors receive requests from increasing numbers of givers and users who find them through word of mouth, the problems inherent in family day care and in the daily lives of young families become more visible. Solutions are less likely to be apparent. Inability to provide service is especially threatening to Day Care Neighbors who are sensitive to the feelings of all those involved and feel responsible for assuring a successful outcome.

The Consultant-Day Care Neighbor Relationship

It is the relationship between the social work consultant and the Day Care Neighbor that:

- sustains the Day Care Neighbor and supports her through many frustrating and unrewarding encounters in the day care system

- provides a model for the Day Care Neighbor to follow in her relationship with givers and users

- is the instrument for change in attitudes that may inhibit the Day Care Neighbor's functioning in her system

It is the consultant's responsibility to maintain the relationship at the level and in the manner that will be of the greatest value to the Day Care Neighbor. To achieve this end the consultant must make some estimate of the Day Care Neighbor's characteristics and her attitudes toward herself and others. The depth and sophistication of this estimate will depend on the degree of the consultant's professional training, but every consultant must put much thought and planning into building a relationship with every Day Care Neighbor. The relationship should be reviewed and reconsidered from time to time as it changes. Unlike some therapeutic relationships, the relationship between the consultant and the Day Care Neighbor is not discussed between them except in strictly reality terms.

Characteristic Day Care Neighbor Attitudes

It may be assumed that the Day Care Neighbor's attitudes are formed, like those of other people, in response to inter and intrapersonal pressures. In our Day Care Neighbor systems, we noted that in regard to the former, most of the Day Care Neighbors were:

- in conflict over social and personal pressures to work outside their homes - the working mother being more socially valued today than one who is "only a housewife" - and the increasing need for "extras" of their families of growing children

and in regard to the latter:

- at a time in their lives when their children no longer needed their full time and attention

- interested in helping others and unsure of their skills in this area. This was especially true for the more privileged Day Care Neighbors who had professional friends and acquaintances and contrasted their training with their own

- at a stage in their own lives which recalled and reactivated some troublesome elements in their relationships in their own earlier family lives

In general, we found little difference according to socio-economic level in the attitudes toward themselves that the Day Care Neighbors displayed. There were some but not very marked differences in their attitudes toward others. All of the Day Care Neighbors were:

- more interested and sympathetic with working mothers whose circumstances required them to go to work than they were with those who did not "need" to work

- responsive to requests for help in emergencies and crises and willing to explore resources which they might otherwise have overlooked

- critical of welfare recipients. This was especially true of the Day Care Neighbors who had never themselves had to accept public welfare assistance.

- unwilling generally to follow up on the outcome of arrangements. Although some Day Care Neighbors made plans to do so few actually carried them out, probably because they viewed this as an intrusion on the privacy of others, a "nosiness" which they considered as destructive gossiping.

Bringing About Change

As has been stated, the objective of the Day Care Neighbor Service is to improve the quality and quantity of good day care for children. The consultant, therefore, will see it as her task to assist the Day Care Neighbor to modify attitudes which might interfere with the achievement of this objective and to strengthen those which will further it. It is not the objective of the consultant to bring about major personality change in the Day Care Neighbor, nor to "teach" her. If Day Care Neighbors have been well selected, the task of the consultant will be chiefly to convey to them that:

- they do make an important contribution to the community as well as to their families in their roles as Day Care Neighbors

- they are contributing to the development of a vital new kind of child welfare service

- efforts to cope with the narrow and harsh alternatives open to

single parent families may lead to false impressions of public welfare recipients

- deeply troubled givers or users may be demanding and unreasonable in their outward behavior

Successful modification of attitudes of Day Care Neighbors occur slowly and in a wide range of degree. It will be furthered by the consultant's:

- acceptance of the Day Care Neighbor as a colleague

- genuine interest and respect for the Day Care Neighbor

- appreciation of the Day Care Neighbor's skill and readiness to make a large personal investment in her task

Although the consultant will not expect to change the Day Care Neighbor's character, her relationships within her own family, or her life style, some changes may occur as a result of the continuing consultant relationship. The consultant should avoid direct discussion of the Day Care Neighbor's personality, even if the Day Care Neighbor seems to invite it, since this would create a client-worker relationship which is not that of consultation. The consultant may make use of the same techniques as were adopted in earlier interviews when the Day Care Neighbor talked about her children and other aspects of her personal life. The consultant may:

- be an interested listener

- use what she hears to increase her own understanding of the Day Care Neighbor and her system

- make friendly comments

- avoid judgmental or therapeutically oriented statements

The consultant may find some changes occurring in her own attitudes. She may develop:

- greater acceptance for lay people whom she may previously have seen as punitive and insensitive to the clients she works with

- a higher degree of appreciation of community interaction and its potential for support rarely apparent from a social agency base

- more flexibility in her acceptance of problem solving approaches that are radically different from those of her profession

- new insights into the operation of the day care system which may, in turn, be used to adapt the service to fit the particular needs of the system in certain neighborhoods and as the basis for social planning for social services in general

As the relationship between the Day Care Neighbor and the consultant grows

the Day Care Neighbor moves with increased assurance into the maintenance aspects of her role.

Summary

Support in ongoing, increasingly complex relationships in her day care system and modification of attitudes that may hinder her functioning come to the Day Care Neighbor through her relationship with the consultant. It is the responsibility of the consultant to understand and further this relationship. When this is successfully achieved, Day Care Neighbors can accept increasingly difficult and unfamiliar tasks.

CHAPTER SEVEN

HELPING DAY CARE NEIGHBORS WITH MAINTENANCE PROBLEMS

The Day Care Neighbor Service is founded on the belief that the intervention of an interested, knowledgeable and tactful "third party" can help to recruit and match those who wish to give day care to those who wish to use it, and can help to maintain good arrangements which might otherwise terminate. We have identified as "maintenance" all those activities that are directed toward stabilizing, supporting, and improving the relationship between the user and giver of day care.

General Difficulties in Maintenance

Day Care Neighbors find it harder to function successfully in maintenance activities than in recruitment and matching because:

- they have had least experience with maintenance in the past. In the informal day care system, when a suggestion has been made it is not followed up. In fact, it is considered "none of my business" even to inquire if an arrangement was made.

- an active and sometimes aggressive approach is needed just to learn about maintenance or non-maintenance of arrangements

- they see the role as making them "snoopers" into the private affairs of others

- they fear that givers and users may react negatively to inquiries about maintenance in contrast to their gratitude for help in finding partners in arrangements

The consultants may find it difficult to help Day Care Neighbors in maintenance activities because the consultant may:

- believe that the Day Care Neighbor "ought to be able" to manage these matters successfully after the past relatively long period of relationship

- view maintenance tasks as really the province of professionals

- find continuing contacts with the Day Care Neighbor who, by now, is well known and well understood, to be somewhat dull and repetitious

Increased Awareness of Need

If a firm relationship has been established between the consultant and the Day Care Neighbor, however, none of these considerations will prevent her from recognizing the need for maintenance activity and moving toward meeting it. But even the existence of an excellent relationship will not insulate the Day Care Neighbor against some of the difficulties that will be encountered. They may center around relatively common and predictable misunderstandings about payment and hours of care which may well be out-

ward expression of unspoken conflicts and feelings of exploitation on the part of both givers and users.

12/16

DCN#3: Patty was telling me though that she hadn't paid her for a month and she doesn't know what to do.

SWC: Does she get paid by the month?

DCN#3: I don't know. Patty said when she first started with her she asked her if it would be all right if she didn't pay her every week. Patty said, "Yes, I don't care." Because she said, "She didn't always have the right change or something", but it's gone on about a month now and Patty said, "I kind of worry about her because" - Patty went over to her apartment and Patty said, "It's real nice, but I just kind of had the feeling that there's a lot of things she wants on her income, you know, and that maybe she's getting herself, you know -" And Patty says that the other thing is that she does come a little earlier now in the mornings. And Patty says she didn't really promise to give Terry breakfast. You know the mother was going to give her breakfast and then send her around, but Patty says that she does give her breakfast almost every morning. Usually they're eating you know and she always says, "Terry come on, did you eat your breakfast this morning?" And Terry says, "No." She didn't have any breakfast. So, she says, "She'll always sit right down and eat" . . . Patty said, "I'm just worried that maybe she takes on too much, financially as well as doing too much." Because Patty says, "She kind of forgets things." She said, "I told her Ben and I would be gone over Thanksgiving - I told her a long time ago, you know, weeks before, that I wouldn't be in town the Friday after Thanksgiving, and wouldn't be there Wednesday afternoon" - they were going to leave early. So Patty had made arrangements for the lady across the street, Mrs. W. She said, "Now I have made arrangements for Terry Wednesday afternoon, but I will not be here Friday of Thanksgiving vacation. Terry's mother didn't say too much. I told her at school the night of the school program. Then I told her, oh I think Monday or Tuesday night, you know I won't be here Wednesday and Terry will be with Mrs. W across the street, and she looked at me with a blank look like she'd never heard the story before." And Patty said, "Gee, I thought it was so funny because I'd gone all over it with her over at school. I can't think about what could have happened unless it was that she had her mind on something else over there. So, she said, well, I don't know what I'll do. I'll have to take the day off" . . .

6/10

DCN#3: Patty says she'd not going to keep Terry when school's first out this summer. She felt that she's just got a lot of things that she's got to get done and so she said she called Terry's

mother and suggested that she send her to the park program. She said, "The mother just acted like it was really none of my business. She'll find a situation for herself and on and on and on" - Patty said she didn't think she'd ever do it. So then she said one afternoon Terry came by and said her mother had signed her up for the park! Patty said, "Her grandparents came to pick Terry up one day" and she said, "They're just exactly like the mother, you know, you could tell that they're not too concerned about her. They just take care of her but that's about it." Patty said that she would take her next fall. And she said, "Oh, I think when the summer wears on, she gets through with summer fun, and if she doesn't get anybody to take care of her, I'll probably go get her and take care of her," because Patty says,"I know very well it's not going to work out, doing what she's doing."

SWC: Well I'm glad that Patty -

DCN#3: So she says, "I suppose when it doesn't work out right that I'll take her back over here," but she says, "I just wanted her mother to see if she could make some arrangement, because I just don't want the responsibility for the summer." Patty has been real shook up lately because her son-in-law's ship got hit over in Vietnam -

Even more painful are situations where the Day Care Neighbor's active efforts to help earn her only expressions of anger or frustration.

On Friday evening, Day Care Neighbor Seven had a call from a young mother of a six months old child who had heard of her through a friend. She had found just the job she wanted, was to start work on Monday, but her mother who had agreed to care for the baby was sick and would not be able to do so. She begged the Day Care Neighbor to find her a babysitter immediately. The Day Care Neighbor, responsive to the urgent situation called a friend and explained it to her, asking her to take on the care of the baby. The friend, moved by the situation, agreed to do so but had no crib or other equipment for a baby, but offered to attempt to borrow it and spent the weekend doing so. The Day Care Neighbor called Mrs. S back and gave her this information, for which Mrs. S expressed gratitude and appreciation. Arrangements were made between Mrs. S and the day care giver. However, on Monday she did not appear nor did she communicate with the day care giver.

DCN#7: Well, that's just like I was telling you. When I was babysitting, they'd say we'll be here at such and such a time one morning and I'll bring you everything you need. And you get up at that time and make sure you're up and on your feet, and then they don't show.

SWC: Right.

DCN#7: And then you wonder what happened and you never get a phone

call or nothing explaining anything. And this does bug you.

SWC: Sure it does.

Evidence of Maintenance Problems

If the relationship between the Day Care Neighbor and the consultant is well established, the Day Care Neighbor will turn to the consultant for support, usually with a telephone call almost immediately after the disturbing event. But some Day Care Neighbors who have very high standards for themselves or where the relationship is less well established may not take such a direct approach. It may well be that they cannot admit, even to themselves, how upset they are. We found that when Day Care Neighbors talked about going to work, or otherwise showed an intention to terminate their participation in the Day Care Neighbor Service they often had had an upsetting encounter in which maintenance of a relationship between user and giver had been threatened or disrupted.

The consultant will have to make an estimate as to the reasons for the Day Care Neighbor's sudden decision to go to work. The consultant may express regret at the prospect of losing the Day Care Neighbor. A comment about the difficulties of the present work the Day Care Neighbor is doing and of its importance and value may also be in order. The recognition that Day Care Neighbor work has little public visibility and has much that is frustrating is sometimes useful. If the consultant considers it best to deal more openly with the underlying problem, she may, of course, inquire directly if there has been some unusually upsetting incident.

In every case, the consultant should:

- avoid cross-examination in an effort to separate facts from feelings in the Day Care Neighbor's report. Fixing blame will serve no useful purpose and will arouse needless defensiveness.

- support the Day Care Neighbor's handling of similar matters in the past and her ability to do so in the future

- give some reasons why givers or users have behaved in unreasonable and inconsiderate ways

We found that much difficulty resulted from a relatively narrow number of causes:

- an unexpected change in life pattern - a sudden move, the appearance of a "free babysitter", physical or mental illness, marital discord

- the day care giver (or user) was identified with a person who was disliked, feared or otherwise found lacking in the past

- financial embarrassment due to poor budgeting, impulse buying, or more pressing need

When these possibilities were suggested to the Day Care Neighbors, they were often able to recognize them and accept them. We avoided giving psychologically detailed hypothetical diagnoses since the purpose of the discussion was to help the Day Care Neighbor to regain her self-assurance and objectivity not to increase her acquaintance with pathology.

DCN#1: I spoke to Katey about it yesterday and she said it's going as she expected it would and she thinks it's going to end.

SWC: Oh, why?

DCN#1: Well, she says that Tina is a child that's had a lot of changes. Well first she was left home and then she didn't want to be left at home and her mother said, "We'll find you a place." And then she was very enthusiastic about the place, but now she wants to stay with the friend after school now and then, or go here and go there and apparently it's not the sort of situation where the mother makes the decision and says, "This is the place where you will go after school until I come home," but it's more - she's real enthusiastic and wants to stay for a while and then thinks maybe something else would be fun or maybe they don't understand me, or whatever you think when you are ten or eleven, whatever she is. So, you almost have to see the child. You'd see everything is out of sorts with her. And Katey said her mother keeps saying, well soon Tina will be where she doesn't need to go anywhere after school and mentions the fact that it's a financial luxury, which it really -

SWC: The mother makes enough?

DCN#1: Sure. She teaches at the college. She makes enough to pay a dollar a day.

SWC: A dollar a day!

DCN#1: After school - she's in fifth grade, 10 or 11. She may be older and been put back. She's big. Katey says if her own children get a new dress or something, Tina will come the next day with the same thing. Because apparently all she has to do is to say to her mother that she wants it to get it. So - I don't know. Seems to be a strange business.

SWC: How does she do in Katey's home, is she pretty demanding?

DCN#1: I think she can be. Katey said to me the other day, they were talking and Tina said, "You can't go to college after 21. Katey said, "Well yes you can. You can go any time you want to." Tina said, "No you can't." "Yes", Katey said, "You can go any time you want to." Katey and I are going to that evening class you know. Tina ended this conversation by saying, "Well, you can't. My mother is a professional woman and she says you can't. She knows better than you do." (laughter) She's terribly immature.

SWC: Maybe Tina's relationship to her mother is so important to her that she has to protect it, I mean, the image of her mother as being better than any other mother, because she's a professional woman. When in her secret heart she wishes she had a mother like Katey who stays home. So she has to say that my mother is the best and the greatest. Sure it's immature - most children stop saying my mother is the best and the greatest about six, but she may never have had a chance to grow . . . emotionally. It would be a pity if she loses Katey I should think -

DCN#1: I suppose so, but what can you do?

SWC: Well, I'm just wondering you know. What could you do in this kind of situation?

DCN#1: Well, I could talk to my friend Evelyn. She is the wife of this woman's boss and she's the one who sent her to me. Maybe she could put in a word about how good it is for Tina to have kids to play with. But I might be sticking my neck out - interfering -

SWC: We don't use the word interfere. We use the word intervene!

DCN#1: Well, I'd only interfere if the mother was a close friend and neighbor who talked to me about problems, the way Katey does as a day care mother. The way a few women I know talk to me about their problems - so I don't know, shall I leave it or not? Then I can interfere in the sense of being useful, because someone would want my advice and I would just give my opinion as a friend. In this other case I think this mother must know, at least on one level of her brain, that it is wrong to give in to Tina all the time, and if she still does it, it is for a reason that has nothing to do with anything that I can talk her out of.

SWC: Maybe you can't talk her out of it. And on the other hand, who could help this mother to see the reality rather than to go on pretending everything's fine? Which is what I think she's trying to do. She's just beginning to settle down and seems like a shame for Tina to lose Katey when you both think it would be good for her to stay for a while. It will be interesting to see if there is something you can figure out that might help the mother to see that the kid should not be taken out of care at least for a while.

DCN#1: I don't know. I think it would be - just the secondhand impression I get of this woman is that she would be extremely resentful of any suggestion from anyone. Why else is she so reluctant to talk about anything with Katey? Except hello and goodbye.

SWC: Well let's get back to what you said before. Working mothers have guilty feelings.

DCN#1: If that's the way she feels about it, she'd probably tell me to shut up and to hell with it.

SWC: She might. On the other hand she might be glad for an offer of help. It's conceivable, a ten percent chance, that she might tell you all the good reasons why she should take Tina out - and then leave her in.

DCN#1: Yeah - well of course she hasn't taken her out yet.

SWC: You might be able to encourage Katey -

DCN#1: Well Katey is quite a shy woman.

SWC: She seems to have a lot of conviction about what's good for children -

DCN#1: She has, but she doesn't particularly like arousing . . .

SWC: Well, if you girls put your heads together I'm convinced you could find ways. Maybe be prepared to do it and never have it happen. Or maybe in some way find how one could say something like this about a neighbor's child. Sometimes, you know -

DCN#1: Katey says she has tried to talk to her a little and she just simply doesn't seem to want to.

SWC: The only thing I could say on this is that a few of the other situations we've seen which have started off this way have ended up with the day care giver being cross because the mother spends all her free time there! And we have the impression that often the mother is very lonely and doesn't know how to reach out.

Neglect and Abuse

Perhaps the most trying situations for both consultant and Day Care Neighbor are those where the Day Care Neighbor becomes aware of the neglect or abuse of a child either by his own family or by the day care giver. The conflict between the impulse to provide immediate protection for the child and the wish to refrain from false accusations against the adults is keenly felt by professionals. It is even more painful for Day Care Neighbors who may have friendly relationships with those they now see as guilty of serious offenses against children. It is in fact one of the major assets of the Day Care Neighbor Service that Day Care Neighbors, because of their community position, may learn of neglect or abuse long before it comes to the attention of official agencies.

The consultant will want to act quickly to protect the child and should offer to intervene herself, make a referral to a protective agency, or urge that the Day Care Neighbor do so. In spite of the urgency of the situation, however, the consultant should remember that more may be gained

for everyone if the Day Care Neighbor is helped to take some action herself, even if it is somewhat delayed by her initial reluctance. Here, as elsewhere, the strength of the relationship of trust that has been built up between the consultant and the Day Care Neighbor will help them both to deal wisely with these very explosive problems.

We found that it was possible for Day Care Neighbors to take appropriate action even when the neglecting mother was a personal friend, if we were patient, accepted her ambivalence, and focused on the importance of the contribution she could make for the welfare of the whole family.

Measuring Growth in the Maintenance Function

The consultant will probably have no direct way of determining whether her efforts are really succeeding in increasing the maintenance activities and success of the Day Care Neighbor. So many reality factors affect outcome that improvement cannot easily be estimated by statistical methods, but there are a few indications which may be useful. The Day Care Neighbor may:

- explain behavior in a new problem arrangement in the language used by the consultant in a previous one
- telephone to say she "tried what you said and it worked"
- describe her own variation on something the consultant suggested with the confidence of a full partner and friend
- demonstrate and even discuss a shift in her point of view from judgmental to the more accepting

The consultant may simply accept these indications of change without comment. Or she may want to respond by pointing out that she, in turn, has learned a lot from her partnership with the Day Care Neighbor that she too is applying toward their common goal of improving day care arrangements.

Summary

Day Care Neighbors need encouragement and help from the consultant if they are to stay in contact with the day care arrangements they have helped to make and prevent premature termination, disappointment or other difficulties from arising between givers and users who are both under many pressures. Where seriously damaging conditions exist, the consultant may be able to help the Day Care Neighbor take action that will protect children in situations which would otherwise go unnoticed. In interpreting problem behavior, consultants should avoid detailed analysis of pathology.

CHAPTER EIGHT

DEALING WITH PROBLEMS IN A WELL ESTABLISHED DAY CARE NEIGHBOR SERVICE

Day Care Neighbors, as has been noted above, can be expected to take the responsibility for selecting and matching of givers and users very seriously. Although they may have less professionally based criteria than consultants for making judgments about care, they have better opportunities for basing their action on firsthand observation. It is not surprising, then, that as the Day Care Neighbors widen their field of service to include people whom they do not know personally, they tend to worry a good deal about the possibility of making serious mistakes in helping with day care arrangements.

Helping Day Care Neighbors Use Their Interviewing Skills

Their hesitancy may take the form of avoiding the possibility of error by postponing or otherwise not making a referral or match at all. We attempted to encourage Day Care Neighbors to make home visits to learn more about prospective givers and users and they seemed interested in the idea but, in point of fact, none ever did make such a visit.

We were more successful in getting the Day Care Neighbors to use their customary techniques for collecting information about the personal lives of prospective club members, PTA officers or new neighbors. Occasionally a telephone request for help with a day care arrangement would be answered while we were in the home of a Day Care Neighbor, giving us the opportunity to verify our impression that most of them could use their own styles of interviewing successfully. They not only learned what they needed to know but they were able to convey their willingness and ability to help. We found their judgment to be excellent in almost all cases.

Requests from Unsuitable Users and Givers

It is more difficult for both the consultant and the Day Care Neighbor to know how to deal with the occasional instance when it is clear that those wanting an arrangement are not suitable. It is likely that these are people subject to severe emotional and financial drain who are under much pressure to find children to care for or to have their children cared for. Prospective day care givers may be:

- older women or young ones without marketable skills in dire need of immediate income
- childless women or others who seek companionship from a child, or need one as a kind of household pet
- women with a "rescue fantasy", a belief that parents are neglecting and incompetent and that only they can offer children what they need
- women who see child care as an easy way of making money. They are sufficiently sophisticated about licensing to manage to outwit regulations and exceed requirements for numbers cared

for and standard of facilities

Day care users who are likely to pose problems may be:

- women well known in the neighborhood for exploiting day care givers by failure to pay and irregular hours

- women who even on brief contact can be seen to have little ability to understand the needs of their children

- women whose income is so marginal that it is obvious that they cannot hope to pay for child care but who will lose even that income if they cannot find it

All these situations are distressing and discouraging to the Day Care Neighbors - and perhaps no less to the consultant. Few of them are met in any other agency practice. It is a major asset of the Day Care Neighbor Service that they do appear and therefore become of concern. In some instances the consultant can encourage the Day Care Neighbor to carry on her counseling and referral activities on their behalf. An old lady who should not be caring for young children, for example, may well be in demand to sit with an older person and can be put in touch with an agency that provides such service; a young woman user on a marginal income may be referred to an agency for vocational training or child care subsidy. The Day Care Neighbor is often well aware of licensing laws and has her own commitment to recommending only those who abide by them. Reporting license violations may be dealt with as are instances of neglect as described above.

Unfortunately emotionally determined situations are often not accessible to the kind of help the Day Care Neighbor - or the consultant - can give and there is every reason to believe that the giver or user involved will continue to make arrangements outside the Day Care Neighbor's system. In these instances the consultant can do no more than support the Day Care Neighbor's efforts and sympathize with her sense of failure, pointing out that sometimes such situations are seen again in the system and at that time may be more ready for help.

The Day Care Neighbor's Role in Terminating Care

While the Day Care Neighbors can be expected to make excellent judgments about care in advance, they are no more infallible than are professionals and it is possible that an arrangement they have helped to make will be seen as unsuitable by one of the parties to it. The consultant will deal with this situation as in the case of recruitment failures. If there are a number of such situations in the system of any one Day Care Neighbor, the consultant will wish to review them in her own mind and determine whether this may be attributed to the nature of the neighborhood and other external influences or whether it indicates some personality problem in the Day Care Neighbor. The consultant's next steps will obviously depend on her decision. We have had no firsthand experience with this, although we noted that, in general as might be expected, Day Care Neighbors were inclined to be more sympathetic to day care givers and able to help them with their problems than to users, especially those who did not "need to work."

This was of course to be expected since the Day Care Neighbors themselves were women who had chosen to stay home and give day care.

Termination of Day Care Neighbors by Choice

Theoretically, it would appear likely that Day Care Neighbors would wish to terminate their activities when the circumstances of their own lives changed - children left the home, they moved out of the neighborhood, new interests and demands took their time. In most respects, the same techniques which are used at separation in other social work contexts would then apply. A dilution of the relationship over a relatively long period of time should precede termination.

Three of our Day Care Neighbors have terminated their connection due to moves necessitated by the employment of their husbands. Two of these remained in touch with us by mail and reported efforts to organize Day Care Neighbor Services in their new communities and we continue to send them Bulletins.

Two Day Care Neighbors moved within the city and were anxious that this should not terminate their connection. One of these Day Care Neighbors remained in her former neighborhood and social system. The other moved into an entirely new neighborhood and established herself as a Day Care Neighbor in an amazingly brief span of time.

Discontinuing Use of a Day Care Neighbor

It may be necessary to end a Day Care Neighbor's contact with the Day Care Neighbor Service because she is found to be unsuited to her role. This is unquestionably difficult because:

- professional responsibility requires that it be carried out without the implication of blame
- the consultant must avoid projecting her own failure in discrimination onto the Day Care Neighbor
- it will be difficult to recruit another Day Care Neighbor in the same area without injury to the Day Care Neighbor terminated

We have terminated our relationship with only one Day Care Neighbor. This individual did not meet our criteria originally, particularly in regard to "freedom from drain", but we believed that her position as apartment house manager could make her a valuable informant. Both assumptions were correct. Termination in this instance differed from that which might be necessary after a long period of relationship, in that it was anticipated from the outset and the relationship managed with this in mind.

Replacement of Day Care Neighbors

The more successfully a Day Care Neighbor has carried out her role, the more delicate will be the procedure of replacing her. When her projected or actual termination takes place, there may be individuals in the neigh-

borhood who will present themselves as candidates both to the Day Care Neighbor and to the consultant. It is of course undesirable as well as impractical to attempt to explain to such candidates what the criteria for selection are, and how they fit them.

This situation can probably be most successfully handled in a manner similar to the many others that the Day Care Neighbor and consultant have dealt with together. The consultant may

- clarify for the retiring Day Care Neighbor that the qualifications for the role are not easily met and assure that she can give a candidate the same explanation of selection procedures as the consultant will give

- emphasize that judgment of the retiring Day Care Neighbor concerning the qualification of a neighbor is valuable and should not be clouded by the Day Care Neighbor's wish to be modest or "not gossipy"

- explain that the retiring Day Care Neighbor can avoid personal unpleasantness if she makes it clear to her neighbors that selection is done from the central office and that she does not appoint a successor

Our own experience has suggested that, as in the original recruitment process, the best prospects for Day Care Neighbors do not nominate themselves but show an understanding of the requirements of the role - in this instance usually gained from observation of the Day Care Neighbor in their area - and a willingness to "try" to fill it.

Summary

Even when a Day Care Neighbor Service has been operating for some time, there will be problems that require the careful attention of both the consultant and the Day Care Neighbor. Requests from givers and users who are not suited to the service must be tactfully handled. If possible they should be referred to resources that will provide them with what they need. Termination of Day Care Neighbors and replacement must be anticipated and dealt with in a way that will enhance the role of Day Care Neighbor.

CHAPTER NINE

USING ADDITIONAL COMMUNICATION AVENUES

It should be clear from the foregoing that the Day Care Neighbor Service rests on the colleague relationship between the consultant and the individual Day Care Neighbor and that it is through this relationship that the Day Care Neighbor can be helped to increase her range of influence on the quality and quantity of family day care in her neighborhood.

It has also been noted that the Day Care Neighbors have a good understanding of the norms of child development and of the needs of children and their parents, and skill in meeting them. Training in child care in the usual sense is therefore not indicated, since it implies that the Day Care Neighbors do not have the competence they know they possess. On the other hand, just because they do know a great deal about human behavior, in formal or informal terms, if Day Care Neighbors have been well chosen they will be found to be interested in adding to this knowledge and sharing it with each other.

Sense of Belonging

In addition to the opportunity of learning from each other, Day Care Neighbors who are relatively isolated by the nature of selection according to neighborhood position may miss the support and stimulation that comes from a sharing of experiences, frustrating or rewarding, with others in the same position. Since their contact with the central service may be limited to the relationship with the colleague, they do not have the support and esprit de corps that membership in a respected community service offers.

The Question of Group Meetings for Day Care Neighbors

Initially, we believed that group meetings would be the way of providing Day Care Neighbors with information of interest to them, of having them share their experiences, and of giving them a sense of being part of an agency. We did not believe that the relationship with the consultant should or could be replaced with a group relationship derived from a group interaction experience.

The group meetings that we held in the study phase of our project were not successful. Day Care Neighbors were also often givers and were not interested in attending meetings in the day time with the necessary burdensome preparations for the day care children, their own children, and their household responsibilities. Evening meetings proved no more attractive since the Day Care Neighbors were home-centered and had little interest in leaving their families at that time. We felt that meetings might be more divisive than supportive since our Day Care Neighbors differed very widely in socio-economic status and educational background. In addition, Day Care Neighbors did not easily discuss triumphs and failures since doing so in a group seemed to arouse the taboos against gossiping. Our experience, therefore, was brief and negative with group meetings. This is not necessarily a prediction that group meetings under other conditions would be equally unsuccessful.

Bulletin or Newsletter

We did develop a Bulletin which we sent to each Day Care Neighbor every month. We see it as an extension of the colleague relationship. A Newsletter can:

- give Day Care Neighbors a sense of belonging to an organization
- provide a permanent reference resource
- reflect current concerns common to the Day Care Neighbors, as perceived by the consultant in individual sessions
- describe anonymously the manner in which individual Day Care Neighbors have coped with these problems
- describe or give brief abstracts of materials on child care which would not otherwise be available to Day Care Neighbors (avoiding the obvious that can be found in all mass media and is presumably as well known to the Day Care Neighbor as to the consultant)
- avoid personalities and the reporting of minor personal events to keep the Bulletin focused on the Day Care Neighbor role and minimize the possibility of competition between Day Care Neighbors

We have not found it easy to produce a monthly Bulletin following the above pattern, but the Day Care Neighbors seemed to find it useful at times in allaying their anxiety and in broadening their understanding of some difficult situations. We were gratified to note instances where Day Care Neighbors had incorporated concepts from the Bulletins into their practice. Some Day Care Neighbors shared their copies with friends and neighbors for whom they thought them especially pertinent.

The Suggestion File

Additional devices may be developed by consultants - or Day Care Neighbors - to:

- hold the Day Care Neighbors' interest
- enlarge their sphere of interaction in the day care system
- improve the operation of the day care system by increasing the skill of day care givers and the relationship between givers and users

We made use of a small card file whose contents were divided into various categories - "what to do on a rainy day," "things that will make day care go more smoothly," cards ruled for easy record keeping. We distributed the file boxes, selected for their bright unusual design, to the Day Care Neighbors and suggested that the Day Care Neighbors offer similar ones to givers. We made it clear that the cards enclosed at the beginning were the result

of their ideas and asked them to continue to send us such ideas and to solicit them from day care givers. We reproduced their subsequent suggestions and redistributed them. The Day Care Neighbors appeared to see the file as a kind of badge of office and gave files out only to one or two day care givers who were close friends. We received a good many suggestions, most of them how-to-do-it items about play materials.

The Day Care Neighbors kept the files but did not continue to distribute them nor augment them when we stopped promoting this activity. Whether or not it has been useful is at present not possible to evaluate.

Day Care Neighbors and the Community at Large

As the Day Care Neighbors reach out toward users and givers they touch ever widening social systems. They have opportunities to describe the service to interested groups - and day care is a topic of great general interest at this time. Through these appearances they make new contacts and gain increased status. Wherever practical, consultants should encourage Day Care Neighbors to take on such tasks, even if the original invitation comes to the consultant through her contacts with professionals who hear about the service and make use of it.

DCN#1: Oh, I wanted to tell you. At the PTA Regional meeting, Mrs. DCN#3 spoke on the Day Care Neighbor Service. There was a woman that then said, "What I want to know is why can't these girls help themselves." And I said to her, "Well many of these girls do." I wanted to explain, I mean it was such a stupid thing to say: help themselves by babysitting for each other?

SWC: Mrs. DCN#3 felt it was not much of a success.

DCN#1: She didn't?

SWC: No, she didn't.

DCN#1: Well I think if it wasn't, it was because it was a little long in proportion to the whole meeting and everyone was so darn anxious to talk about their book collection vs. bake sale for the sake of the music department.

SWC: It would be nice if you had the time to call and tell her that you thought it was successful.

DCN#1: Okay, I'll do that.

SWC: I think she -

Several of our Day Care Neighbors have told us spontaneously of their own greatly increased understanding of social problems through their widened participation in the day care system. They have reported their almost evangelical efforts to convey their new knowledge to their friends and their increased interest in becoming active in improving social conditions. Several Day Care Neighbors volunteered to appear at a legislative

hearing in favor of a license law. Some have told us of their increased regard for "babysitting" and their efforts to give it the status they believe it deserves. Since we recognize that the low status of "babysitting" is a major problem in the provision of a high quality of care, we believe that their own new pride in themselves as day care givers and their conviction about its value may be one of the most important - if unmeasurable - effects of the Day Care Neighbor Service.

DCN#1: I was thinking when I - the other day when we were at the Restaurant after the show, and I had to make a phone call to see if our babysitter was doing all right with the children, I had to wait for the phone to be free. The phone is in the cocktail lounge. And the cocktail hostess was desperately using the phone in great anxiety in front of me talking to <u>her</u> babysitter -

SWC: She was talking to her babysitter?

DCN#1: Begging her to stay longer since she had to stay longer at the Restaurant. "Well, can your sister come if you can't stay?" You know, you could just see that poor working woman - it was by then 10 or 11 - she said it might be 2 or 3 in the morning. I just felt so sorry for her, because this is what the Day Care Neighbor Service does partly. I never before would have thought of the cocktail hostess even having children. It wouldn't have occurred to me. And probably most of these women do.

SWC: Yes, I think many of them do.

DCN#1: And uh, because they are too old to be young unmarried girls. They are women who have already been divorced or, you know, somehow have to support children. I should have said, "By the way I can help you."

Records

Records from which statistical and other evaluative information may be derived are an essential part of any social work service and are especially crucial to a newly developing one. Record keeping may be dictated by law, by agency practice and policy, and by the need for community support and understanding. It has been noted above that record keeping poses difficulties in the Day Care Neighbor Service because:

- keeping records is alien to the role of Day Care Neighbors, no matter what their educational level, and they do not "remember" to do so consistently

- consultants set a high value on accurate records, as do the agencies that sponsor the service, and so they may be a source of conflict between them and the Day Care Neighbors

Consultants will be most successful in securing adequate records if they view record keeping as a means of communication within the Day Care Neighbor

Service and will convey this belief most successfully if they can let it be demonstrated rather than imparted in academic discussion. A question about a previous arrangement that gives the Day Care Neighbor an opportunity to find it - or not find it - in her records will be more significant than an explanation of why data should be recorded. The consultant will of course avoid the critical teacher-pupil attitude here as elsewhere.

Records help both consultant and Day Care Neighbor to remember the past history of day care arrangements. The preferences expressed by both givers and users, for example, must be recorded if they are to be respected when matches are made. The need for names, addresses and telephone numbers, numbers of children in the family, becomes obvious when the records are seen as a way of increasing successful communication within the day care system. Day Care Neighbors readily appreciate that it is useful to be able to find out quickly what the outcome has been of an earlier request for assistance in making a new day care arrangement.

Records can be helpful in still another context. As the relationship between the Day Care Neighbor and the consultant moves into the maintenance phase, there is less pressure to discuss personal matters between the Day Care Neighbor and the consultant. If a direct question about day care arrangements is asked, even if it can be worded to avoid "checking up" connotations, the Day Care Neighbor is likely to remember only a small fraction of what she has done, leaving her with a sense of futility and the consultant with nothing further to talk about. The social work consultant can stimulate and encourage the Day Care Neighbor by recalling or recapping the stories begun in previous interviews and showing interest in being brought up to date on current activity.

The Day Care Neighbor tends to overlook resources within her own system when they are not very well known and appear infrequently, and may be reminded of them by glancing over past records. The records also are useful in preserving the morale of the Day Care Neighbors when their efforts have been unsuccessful and they are discouraged and feel that they haven't "done anything." At such times statistical evidence, compiled at the central office from their own records is a more effective antidote than the consultant's verbal reassurance.

It is always a temptation, especially in a field so newly emerging, to attempt to collect a mass of data for analysis. This should, however, not be indulged, since too great concern for accurate reporting tends to overshadow the value of record keeping as a means of communication. Day Care Neighbors should be encouraged to report their "extra-curricular" activities - advice to prospective users and givers in regard to family matters as well as day care and other neighborhood interaction - even though statistics may not be compiled on this material.

Our experience suggests that no matter how good their intentions, Day Care Neighbors will always under-report their activity, partly for the realistic reason that it is not always convenient for them to write things down and partly because, as stated above, recording is essentially unattractive to them.

Sample Record Card

We experimented extensively with records and record keeping systems and finally settled on one based on the sample card below. It is evidence of our conviction that records should be designed to yield essential data in the simplest form possible. This one form was designed to fit:

- the needs of the Day Care Neighbor in her carrying out the matching function
- the needs of the social work consultant in learning the Day Care Neighbor's system and following up the Day Care Neighbor's recruitment, matching and maintenance with appropriate consultation
- the needs of the sponsoring agency in keeping statistical data and a master file
- the needs of research in permitting the collection of comparable data community wide

The card is printed on a 4" x 6" card with an attached carbon copy of lighter weight paper. The Day Care Neighbor is given a supply of the forms and a file box. When she receives a request she fills out the card indicating the nature of the request and, where possible, the people to whom the caller is referred. Generally the outcome of the request becomes known to the Day Care Neighbor at a later date, at which time she completes the data. The social work consultant collects the carbon copies at the next visit to the Day Care Neighbor. These carbon copies are used by the social work consultant in subsequent visits to refresh her memory of the "continued stories" in that Day Care Neighbor's system and to remind her to inquire about those with whom the Day Care Neighbor may have less contact. Any of the social work consultant's relevant comments whether about day care or not may be noted briefly on the back of the carbon copy.

A	_____ Date_____	1
B	User___ Giver___ (age_____) Husband	2
C		3
D	_____ Tel_____	4
E	Address	5
F		6
G		7
H	_____	8
I	Children Needing Care — or Giver's Own Children: age and sex	9
J		10
K		11
L	_____	12
M	Preference: Age, Sex of DCC (or Giver), Time and Place of Care	13
N		14
O	_____	15
P	Referred to	16
Q		17
R		18
S	Arrangement Made with _____ Began_____ Ended_____	19
T		20
U		21
V		22
W		23
X		24
Y		25
Z		26

At the sponsoring agency the same form is used to make a master card (copied from the social work consultant's carbon copy received from the Day Care Neighbor). A master file is frequently useful to help follow users and givers who move, make new requests, and to help Day Care Neighbors who lose or forget telephone numbers or addresses. The carbon from this copy has been used in our research. It may be useful in other ways elsewhere, for example as a cross file by address for a community-wide exchange. The letters on the left of the form are used to identify different sponsoring agencies in such an exchange. The numbers on the right are used to identify the Day Care Neighbors, who were numbered in the order of their recruitment by each sponsoring agency. We hope this card will be adaptable to many settings.

Summary

Day Care Neighbors need a sense of belonging to an organization and sharing experiences with each other that is difficult to establish because of their home-centered life style. Although they are well versed in the principles of child care and development, in a formal and informal sense, they are nonetheless interested in adding to their understanding. A Newsletter or Bulletin may serve to give them a sense of participation, convey new information and serve as a means of exchange of experiences, if group meetings do not seem acceptable to them. Records are also a communication device and should be so regarded rather than used only as a way of keeping track of services. Day Care Neighbors make fine communicators with the community and should be encouraged to play this role.

CHAPTER TEN

YOU JUST HAVE TO HELP THEM HUNT

We should like to close this Handbook with the same statement that opened it and say that what we have described is not the only way to organize and operate a Day Care Neighbor Service. Even while we have been writing we have been modifying our own techniques and planning new ways of increasing effectiveness. We hope as others test out our ideas in their own settings they will be in touch with us so that we can revise this Handbook accordingly.

One of the virtues of the Day Care Neighbor Service is its flexibility for adaptation by various kinds of existing agencies or organizations. Though techniques, settings, even the purpose of similar services may be changed according to community needs and through experience, we are firmly convinced that there is one element which remains basic to the success of this new way of giving service - the relationship between the home-centered, neighbor-oriented woman and the social work consultant. This partnership, based on mutual trust, respect and concern for others, somehow enriches all those concerned as it brings together the natural family and neighborhood systems with the professional community which seeks to serve them.

One of our Day Care Neighbors overheard a sage seven year old advising her six year old sister on how to make friends in school. Her statement expresses the aim of the Day Care Neighbor Service so well it has become our motto. "All you have to do, when somebody loses something, is help them hunt," she said. "You don't have to find it - they'll be your friend if you just help them hunt."